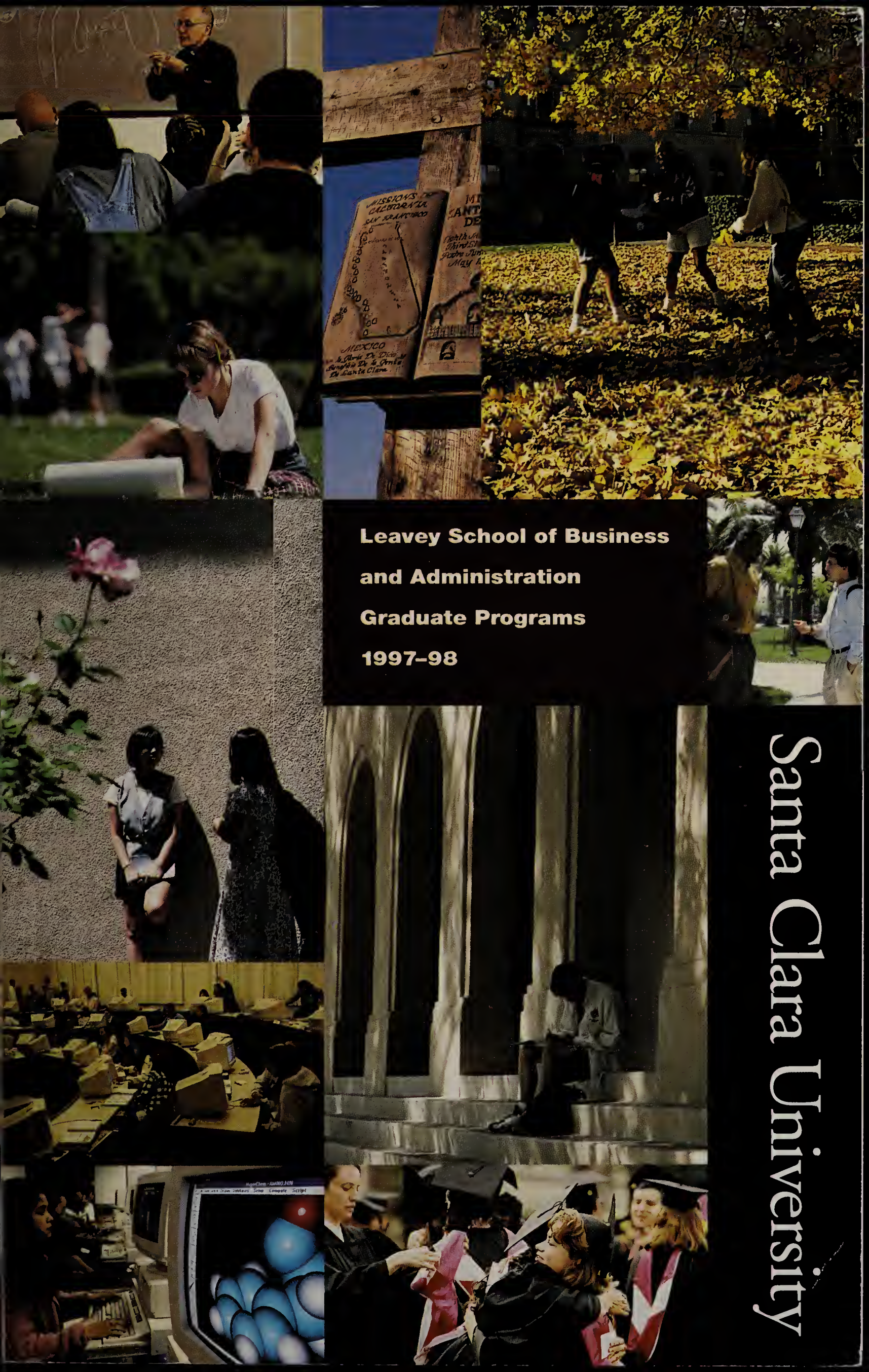

Leavey School of Business and Administration Graduate Programs 1997–98

Santa Clara University

For information: 408-554-4500

**Leavey School of Business
and Administration
Graduate Programs
Santa Clara University
Santa Clara, California 95053**

Santa Clara University reserves the right to make program, regulation, and fee changes at any time without prior notice. The University strives to assure the accuracy of the information in this bulletin at the time of publication. However, certain statements contained in this bulletin may change or need correction.

Nondiscrimination Policy

Santa Clara University does not discriminate on the basis of race, color, national and/or ethnic origin, sex, marital status, sexual orientation, disability, religion, veteran's status, or age in the administration of any of its educational policies, admissions policies, scholarship and loan programs, athletics, or employment-related policies, programs, and activities; or other University-administered policies, programs, and activities.

Inquiries regarding equal opportunity policies, the filing of grievances, or requests for a copy of the grievance procedures covering discrimination and harassment complaints should be directed to:

Conchita Franco Serri, Director
Office of Affirmative Action
SCU Title IX (gender), ADEA (age), and ADA (disability) Compliance Officer
Walsh Administration Bldg.
Santa Clara, CA 95053
408-554-4113 or 408-554-4178

Copies of these policies and procedures are also available from the Human Resources Department (408-554-4392).

SANTA CLARA UNIVERSITY

Thomas and Dorothy Leavey School of Business and Administration Graduate Programs 1997–98

Contents

Academic Calendar 1997–98 7

A Message From the Dean 11

1. **Santa Clara University** 13
Statement of Purpose 13
Historical Perspective 14
Campus Location 16

2. **The MBA Program at Santa Clara** 17
Statement of Purpose 17
Program Goals 17
Professional Orientation 18
Academic Standards 18
Accreditation 18
Student Body 19
Alumni 19

3. **Admissions** 20
General Requirements 20
Commitment to Excellence Through Diversity 20
Completing an Application File 20
Application Deadlines 21
Admissions Decision 21
Conditional Acceptance 21
Deferring Admission 22
Request for Reconsideration 22

4. **Financial Information** 23
Tuition and Fees 23
Mandatory Health Insurance 23
Method of Payment 23
Rights and Responsibilities 24
Other Fees 24
Santa Clara University Tuition Refund Policy 24
Federal Refund Policy 25
Financial Aid 26
Scholarships/Project Assistantships 26
Loans 27

Federal Work-Study Program 27
Deadlines 27
Veterans and Veterans' Dependents Assistance 27

5. Academic Information 28
Student Records 28
Academic Regulations 29
Academic Standing 29
Grading 30
Student Responsibility 30
Completion Requirements 30
Incomplete Grades 30
Academic Advising 30
Withdrawals 31
Leaves of Absence 31
Readmittance 31
Concurrent Enrollment 32
Petitions and Grievances 32

6. MBA Curriculum 33
Preprogram Competencies 33
College Algebra Proficiency 33
Computer Proficiency and Word Processing 33
Basic Accounting Terminology 33
Oral and Written Communication 34
Overview of the Curriculum 34
MBA Orientation Program 34
Waiver Procedures 35
Waivable Required Courses and Waiver Rules 35
Graduate Transfer Credit 37
Nonwaivable Required Courses 37
Electives and Independent Study 38
Concentrations 39
Prerequisites 41
An International Perspective 41
Auditing Undergraduate Courses 42
Practical Training 42
Leavey Lectures 42

7. MBA Program in Agribusiness 43
Admission 43
Curriculum 43

Agribusiness Curriculum 44
Required Business Courses 44
Required Agribusiness Courses 44
Agribusiness Electives 44
Nonagribusiness Electives 44
Extracurricular Programs 45

8. J.D.-MBA Combined Degree Program 46
Admission 46
General Requirements 46
Combined Curriculum 47

9. Career Services 48

10. Executive Development Center 49

11. Business Student Organizations 51
Beta Gamma Sigma 51
MBA Student Association 51

12. Facilities 52
Adobe Lodge 52
Benson Memorial Center 52
Classroom Buildings 52
Computing Facilities 52
Cowell Health Center 53
de Saisset Museum 53
Kids on Campus 54
Leavey Activities Center 54
Louis B. Mayer Theatre 54
Mission Santa Clara 54
Nobili Hall 55
Michel Orradre Library 55
Ricard Memorial Observatory 55
Buck Shaw Stadium 56

13. University Religious, Social, and Cultural Life 57
Campus Ministry 57
Student Life 57
Student Conduct Code 57
Athletics 58
Student Resources and Services 58

Counseling Center 58
Center for Student Leadership 58
Student Health Services 59
Student Resource Center 59
Markkula Center for Applied Ethics 60

14. Course Descriptions 61
Accounting (ACTG) 61
Economics (ECON) 63
Finance (FNCE) 65
Marketing (MKTG) 67
Operations & Management Information Systems (OMIS) 69
Organizational Analysis and Management (MGMT) 72
Interdisciplinary Courses (IDIS) 74
Institute of Agribusiness (AGRI) 74

Accreditations and Memberships 77
Officers 78
Board of Trustees 80
Board of Regents 82
Advisory Board 84
Faculty 86
Index 94
Map 98

Academic Calendar 1997–98

FALL QUARTER 1997

August 4–15	Monday–Friday	Registration period
August 23	Saturday	New-student orientation (summer/fall)
September 1	Monday	Labor Day; administrative holiday
September 6	Saturday	Equivalency examinations
September 22	Monday	Classes begin
September 22, 23	Monday, Tuesday	Leavey Lecture Series
September 23	Tuesday	Last day for initial registration
September 29	Monday	Last day to withdraw from classes with full refund
September 29	Monday	Last day to add or change classes
October 6	Monday	Last day to withdraw from classes with 50% refund
October 13	Monday	Last day to withdraw from classes with 25% refund
October 15	Wednesday	Last day to petition for graduate degrees to be conferred in December 1997 and March 1998
October 20	Monday	Last day to submit incomplete spring and summer quarter 1997 work to faculty
October 20	Monday	No classes; University planning day
October 27	Monday	Last day to remove spring and summer quarter incompletes (faculty)
October 27–November 7	Monday–Friday	Winter registration period
November 24	Monday	Last day to withdraw from classes without instructor's signature
November 26	Wednesday	Academic holiday
November 27, 28	Thursday, Friday	Thanksgiving recess; academic and administrative holidays
December 3	Wednesday	Classes end
December 8–10	Monday–Wednesday	Fall quarter examinations
December 15	Monday	Fall quarter grades due

December 24, 25	Wednesday, Thursday	Christmas recess; administrative holidays
December 31, January 1	Wednesday, Thursday	New Year's recess; administrative holidays

WINTER QUARTER 1998

October 27–November 7	Monday–Friday	Registration period
December 13	Saturday	Equivalency examinations
January 5	Monday	Classes begin
January 6	Tuesday	Leavey Lecture Series
January 6	Tuesday	Last day for initial registration
January 12	Monday	Last day to withdraw from classes with full refund
January 12	Monday	Last day to add or change classes
January 15	Thursday	Last day to petition for graduate degrees to be conferred in June 1998
January 19	Monday	Martin Luther King Day; academic and administrative holiday
January 20	Tuesday	Last day to withdraw from classes with 50% refund
January 27	Tuesday	Last day to withdraw from classes with 25% refund
February 2	Monday	Last day to submit incomplete fall quarter 1997 work to faculty
February 5–13	Thursday–Friday	Spring registration period
February 9	Monday	Last day to remove fall quarter incompletes (faculty)
February 16	Monday	Presidents Day; academic and administrative holiday
March 3	Tuesday	Last day to withdraw from classes without instructor's signature
March 11	Wednesday	Classes end
March 16–18	Monday–Wednesday	Winter quarter examinations
March 21	Saturday	New-student orientation (winter/spring)
March 23	Monday	Winter quarter grades due

SPRING QUARTER 1998

February 5–13	Thursday–Friday	Registration period
March 21	Saturday	New-student orientation
March 28	Saturday	Equivalency examinations
March 30	Monday	Classes begin
March 31	Tuesday	Last day for initial registration
March 31	Tuesday	Leavey Lecture Series
April 6	Monday	Last day to withdraw from classes with full refund
April 6	Monday	Last day to add or change classes
April 10	Friday	Good Friday; administrative holiday
April 13	Monday	Last day to withdraw from classes with 50% refund
April 20	Monday	Last day to withdraw from classes with 25% refund
April 27	Monday	Last day to submit incomplete winter quarter 1998 work to faculty
May 4	Monday	Last day to remove winter quarter 1998 incompletes (faculty)
May 4–15	Monday–Friday	Summer registration period
May 25	Monday	Memorial Day; academic and administrative holiday
May 26	Tuesday	Last day to withdraw from classes without instructor's signature
June 4	Thursday	Classes end
June 8–10	Monday–Wednesday	Spring quarter examinations
June 14	Sunday	Graduate commencement
June 15	Monday	Spring quarter grades due

SUMMER QUARTER 1998

May 4–15	Monday–Friday	Registration period
June 15	Monday	Last day to petition for graduate degrees to be conferred in September 1998
June 20	Saturday	Equivalency examinations
June 22	Monday	Classes begin
June 23	Tuesday	Last day for initial registration

June 29	Monday	Last day to add or change classes
June 29	Monday	Last day to withdraw from classes with full refund
July 2	Thursday	Academic holiday
July 3	Friday	Independence Day; administrative holiday
July 6	Monday	Last day to withdraw from classes with 50% refund
July 27	Monday	Last day to withdraw from classes without instructor's signature
August 6	Thursday	Classes end
August 10, 11	Monday, Tuesday	Summer quarter examinations
August 17	Monday	Summer quarter grades due
October 21	Wednesday	Last day to submit incomplete spring and summer quarter 1998 work to faculty

SUMMER INTERSESSION 1998

Selected courses will be offered on varying schedules enabling completion of most class sessions and course work during summer and not conflicting with regular summer quarter offerings.

All dates are inclusive.
Registration dates are subject to change.

A Message From the Dean

The MBA Program at the Thomas and Dorothy Leavey School of Business and Administration is among the most unique and distinguished programs of its kind in the United States. It combines tradition with innovation, excellence in research with excellence in teaching, and theory with practice in a program designed to develop leaders for the 21st century. Its mission is to develop men and women of competence and conscience who can lead organizations to significant positions of competitive strength in rapidly changing, technologically advanced, global business environments.

The Jesuit tradition of education stresses development of the whole person. In the Leavey School, this emphasis is reflected in a commitment to ethics and the human impact of decisions. Grace under pressure, the ability to reason calmly and make productive decisions in the presence of uncertainty, and the capacity to inspire confidence and trust are essential dimensions of human character that are cultivated through the MBA Program.

The spirit of innovation that characterizes Silicon Valley is reflected in the ongoing transition at the Leavey School. Our curriculum has been significantly enhanced to reflect the dynamic and individual nature of Silicon Valley careers. New courses, new concentrations, and many other changes reflect the process of continuous improvement to which all of us in the Leavey School are committed. The addition of four free electives, bringing the total number to eight, enables Leavey students to design a course of study with considerable depth in their area of interest, while at the same time receiving in their required courses the excellent grounding in business concepts for which the Leavey School is known throughout Northern California. In addition to these exciting curricular developments, Kenna Hall, in which the Leavey School operates, has recently undergone $1.8 million in renovation and reconstruction, bringing high technology into selected classrooms and significant enhancements to the building overall.

The tradition of excellence at the Leavey School is clearly embodied in its faculty, students, and staff. The Leavey School has produced numerous executive officers and successful entrepreneurs. Our student body, although international in its composition, reflects a heavy concentration of working professionals from Silicon Valley's dynamic business environment. Faculty continue to develop new courses to reflect the demands of such salient issues as managing innovation and technology, entrepreneurship, and the globalization of business strategies. Students are challenged through individual and team-based approaches to develop their critical thinking skills and their effectiveness in working with others in complex problem-solving environments.

The faculty of the Leavey School possess national stature in each of its six major departments—Economics, Organizational Analysis and Management, Marketing, Finance, Decision and Information Sciences, and Accounting, as well as the Institute of Agribusiness. In each department, faculty play leading roles in their professional associations and in editorial capacities for the top scholarly journals in their field. This excellence in scholarship is balanced by a strong commitment to teaching and continuous improvement in service to students. In our responsiveness, we view students as customers.

The theory-practice gap is narrowed through the Santa Clara MBA experience. As a *professional* school, the Leavey School is concerned with the nettlesome issues that spell the difference between success and failure in today's highly competitive and global business environment. Such issues as time-to-market, managing change, technology transfer, workforce diversity, development of competitive manufacturing strategies, total quality, and business ethics are addressed through the curriculum and the faculty's own scholarly contributions to the frontiers of knowledge and practice in these areas. Both theoretical rigor and practical relevance are stressed throughout our program.

To paraphrase Thoreau, we know of no more encouraging fact than the unquestionable ability of men and women to elevate their lives through conscious endeavor. In this spirit, we look for applicants who seek the challenge of a dynamic learning community in a distinguished graduate school of management.

Alexander J. Field
Acting Dean

1

Santa Clara University

STATEMENT OF PURPOSE

Inspired by the love of God to serve society through education, continuing the commitment of the Franciscans who founded Mission Santa Clara in 1777 and the Jesuits who opened the College in 1851, Santa Clara University declares its purpose to be the education of the whole person within the Catholic and Jesuit tradition.

The University is thus dedicated to

- the preparation of students to assume leadership roles in society through an education that stresses moral and spiritual as well as intellectual and aesthetic values, seeks to answer not only "what is" but "what should be," and encourages faith and the promotion of justice;
- an uncompromising standard of academic excellence and an unwavering commitment to academic freedom, freedom of inquiry, and freedom of expression in the search for truth;
- rigorous and imaginative scholarship; excellent teaching in and out of the classroom; and educational programs designed to provide breadth and depth, to encourage the integration of different forms of knowledge, and to stimulate not only the acquisition but also the creative and humane use of knowledge;
- affirmation of its Catholic identity, respect for other religious and philosophical traditions, promotion of dialogue between faith and contemporary culture, opposition to narrow indoctrination or proselytizing, and the opportunity for worship and the deepening of religious belief;
- a community enriched by men and women of diverse backgrounds, respectful of difference and enlivened by open dialogue, caring and just toward others, and committed to broad participation in achieving the common good.

Board of Trustees
Santa Clara University
Oct. 22, 1993

HISTORICAL PERSPECTIVE

On Jan. 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan missionary, Tomás de la Peña, to mark the founding of the eighth of California's original 21 missions, Santa Clara de Asís.

Three-quarters of a century elapsed before Santa Clara University, or Santa Clara College as it was known, opened its doors as an institution of higher learning. In the intervening years, however, the mission served as a spiritual center and school for the Indians. Besides religious instruction, the men were taught stock-raising, farming, and the building trades; the women, weaving and sewing; the children, reading, music, and religious drama. From 1777 until Mexican government secularization on Feb. 27, 1837, some 9,000 persons were baptized at the mission.

During the early period, the less solidly built mission buildings of the first and second sites were destroyed by the flooding waters of the Rio Guadalupe. The third mission church, constructed of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, also adobe, was used temporarily from 1819 to 1825. The larger, fifth adobe mission, with its quadrangle patio, was completed and dedicated Aug. 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of the quadrangle.

The first site of Mission Santa Clara is marked by a California state historical landmark located near the intersection of Kifer Road and De La Cruz Boulevard. Crosses mark the second site at De La Cruz Boulevard and Martin Street and the third site at Campbell and Franklin streets. The temporary fourth mission church stood between what are now Kenna Hall and the Walsh Administration Building.

During the first three decades of the 19th century, the old mission enjoyed its most fruitful years. In 1827, more than 1,400 Indians lived within sound of the mission's bells. In that year, some 15,000 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the guidance of the missionaries.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California missions. The Mexican War of Independence brought turmoil from 1810 to 1821 and resulted in a decrease in Franciscan personnel and donations-in-aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the mission. Most of the Indians' lands, cattle, and sheep became the object of spoliation by civil administrators.

In 1827 and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the mission padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco García Diego y Moreno, who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the padres' resistance to governmental encroachment on the Indians' rights and property had little effect. Full secularization of mission properties was finally imposed at Mission Santa Clara in early 1837. This action ended the effectiveness of the Franciscan missionary endeavor in Alta California.

Within a few years most of the mission buildings and the Indian lands, cattle, and sheep were seized by civil officials and other claimants. In the early 1840s, foreigners began arriving in Alta California in increasing numbers. Some of the immigrants were Anglo-Americans attracted by the rich agricultural lands of the Santa Clara Valley.

Events during 1848 dramatically altered the course of history at Santa Clara. In February, the United States and Mexico signed the Treaty of Guadalupe Hidalgo, which concluded the two-year war in which they had been engaged and ceded California to the United States. That same year gold was discovered in the Sierra Nevada, thus attracting a flood of newcomers into the former Mexican province.

It was in this setting that Santa Clara opened its classroom doors in May 1851. The new bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly Oregon missionaries, to open a college at Mission Santa Clara. During its first academic year, 1851–52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year, Santa Clara College received a charter of incorporation from the state of California.* In 1857, the college conferred its first collegiate degree, a Bachelor of Arts diploma, on Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the state of California. By 1858, new scientific apparatus arrived from Paris, and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed, and distinguished graduates became prominent members of California life. It was not until 1912, however, that the Schools of Law and Engineering were founded. In that same year, courses in the humanities and the sciences were expanded, and the college became Santa Clara University. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also expanded in 1926, and the University's School of Business and Administration began. In that same year, the old mission church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930s through World War II, the University's enrollment was relatively stable. The return of many veterans resulted in an enlarged student body and new resources. In 1947, for the first time in the University's history, enrollment broke the 1,000 mark. From the postwar period to the present, the face of the campus has been changing and expanding. In 1961, the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, 23 new buildings have been added to match the growth in en-

*THE UNIVERSITY'S LEGAL NAME is *The President and Board of Trustees of Santa Clara College* to which should be added, *A Corporation, located at Santa Clara, California.* For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c)(3)(ii) tax-exempt organization and it is not classified as a private foundation under section 509(a) of the IRS Code.

rollments. The Louis B. Mayer Theatre, Leavey Activities Center, and the Cowell Health Center were completed in the early 1970s. Additions in the 1980s included a computer center, engineering and computer laboratories, parking facilities, and student housing. The already scenic campus was significantly enhanced in 1989 by rerouting The Alameda, California's oldest north-south highway, around the University. With the new entrance road and landscaping, the reroute unifies the Mission and modern sections of the campus into 104 contiguous acres.

Although the student body has grown rapidly in the past decade, it has been held relatively small: 4,019 undergraduates and 3,706 graduate and law students. Since 1960, educational opportunities at all levels have increased.

As an independent University supported by tuition and gifts, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, Santa Clara University, the first institution to offer classes in higher learning on the West Coast, continues its mission heritage of service of helping its students equip themselves with advanced knowledge and humanistic values. Academic excellence in a well-balanced human being is the University's goal.

CAMPUS LOCATION

Santa Clara University is 46 miles from San Francisco, near the southern tip of the San Francisco Bay, in an area rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry (Silicon Valley) and professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to humanity's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one-hour's travel by bus, train, or car. In the opposite direction, the Pacific beaches of Santa Cruz are about 30 minutes away; the world-famous Monterey Peninsula and Carmel are two hours away. The University is accessible by major airlines via San Jose International Airport, which is three miles from campus, and via San Francisco and Oakland International airports.

Santa Clara has a moderate Mediterranean climate. During a 67-year period, the average maximum temperature was 71.4 degrees Fahrenheit and the average minimum, 41.6 degrees. The sun shines an average of 293 days per year, and the average annual rainfall is about 15 inches.

2

The MBA Program at Santa Clara

STATEMENT OF PURPOSE

The Leavey School of Business and Administration at Santa Clara University seeks to develop men and women of competence and conscience who can lead organizations to positions of competitive strength in the technologically advanced and rapidly changing global environments of the 21st century. The development of competence is reflected in our commitment to teaching excellence and the scholarly research necessary to animate instruction and foster the creation of knowledge. The development of conscience is enhanced through an emphasis on reflective inquiry that is both professionally rigorous and ethically sound.

PROGRAM GOALS

1. **The Creation of Value in Markets**
   Develop graduates who can make business decisions that lead to the creation of maximum value in the marketplace, who understand how markets change, and how social, political, legal, economic, and technological forces drive and influence such change.

2. **Innovation and Technology Management**
   Develop graduates who can foster innovation in organizations, respond effectively to new circumstances, and through their actions enable organizations and society to realize the potential of new technologies.

3. **Effective Business Management**
   Develop graduates with rigorous understanding of core business functions and with problem-solving skills reflecting an integration of functional perspectives. Graduates should be prepared to assume positions of leadership and contribute immediately to the improved performance of their organizations.

4. **Business Responsibility and Ethics**
   Develop graduates with knowledge of the social responsibilities of business to its stakeholders, graduates who are able to identify ethical dilemmas, and who understand frameworks for selecting and defending a right course of action.

5. **Management Use of Information**
   Develop graduates with the capability to organize, describe, and make intelligent inferences from empirical evidence. Graduates should be able to apply sophisticated statistical techniques to data, make informed forecasts of business trends; and formulate, solve, and interpret quantitative business decision models.

6. **Human Values and Teamwork**
   Develop graduates who understand and value individual differences and have collaborative skills for working effectively in functionally and culturally diverse teams.

PROFESSIONAL ORIENTATION

The MBA Program at Santa Clara University was the first accredited graduate business program designed specifically to meet the needs and concerns of working professionals. To allow students to pursue their MBA while continuing their career, all courses are available in the evening. The curriculum blends instruction in theory with practical applications, enriched by faculty engaged in state-of-the-art research and students who deal daily with real-life organizational concerns.

ACADEMIC STANDARDS

Santa Clara's MBA Program has a reputation for quality and academic rigor. Admission standards are selective. Courses are demanding. Although the MBA degree is considered a final professional degree, we expect entering students who are interested in receiving an *education*, not simply a piece of paper, for their time and effort. Students should be prepared for an intensive course of study covering all the major functional and disciplinary areas, one that emphasizes quantitative and qualitative skills.

ACCREDITATION

Santa Clara University was in the original group of MBA programs in 1961 accredited by the American Assembly of Collegiate Schools of Business (AACSB). The AACSB is the specialized accrediting organization that conducts periodic in-depth reviews of business schools to ensure that their curricula, faculty, and students meet the highest standards of excellence. Reaccredited in 1996, the program has consistently met the high standards of the AACSB. Only 40 percent of university-based MBA programs in the United States currently meet these standards. Santa Clara University is also accredited by the Western Association of Schools and Colleges (WASC). Such *regional* accreditation is a prerequisite for the *specialized* program accreditation provided by AACSB.

STUDENT BODY

There are more than 1,100 students enrolled in the MBA Program. Entering students represent a variety of undergraduate and graduate fields of study. About 23 percent have undergraduate degrees in business, 47 percent in engineering, 28 percent in the humanities and social sciences including economics, and 2 percent in other disciplines. Nearly 10 percent of entering MBA students already hold master's and doctoral degrees; 36 percent of the students are female. MBA students, on average, have almost six years of work experience. The average grade point average of entering MBA students is 3.16, and their average GMAT score is 588 (78th percentile). Eight percent of the students in the program in 1996–97 were international students. This blend of academic backgrounds and work experience provides opportunities for enhanced learning in and out of the classroom.

Current MBA students come from more than 400 undergraduate colleges and universities throughout the United States. Over 80 percent of the MBA student body is composed of working professionals—people who work full time in local companies and take one or two courses each quarter. More than 500 organizations are represented by the student body, and this list reads like a "Who's Who" of San Francisco Bay Area companies.

For more information, visit the MBA Program Internet home page at http://LSB.SCU.EDU.

ALUMNI

Since 1961, more than 8,500 men and women have received their MBA degrees from Santa Clara University and have achieved eminence in one of the country's most dynamic regions. Among our University alumni are 435 company presidents and 625 senior corporate executives. The high regard for the Santa Clara MBA degree is also reflected in the number of Silicon Valley and San Francisco Bay Area companies that interview on campus and provide tuition reimbursement plans to encourage employees to continue their professional development.

An energetic Board of Alumni Directors guides the MBA Alumni Association in presenting programs and activities for the alumni body. Its goals are to further alumni professional development, increase alumni networking opportunities, and enhance the reputation of Leavey School of Business MBA alumni in the marketplace.

3

Admissions

GENERAL REQUIREMENTS

Applicants for admission to the MBA Program must receive a baccalaureate degree from an accredited college or university before registering in the Leavey School of Business and Administration. For a description of required Preprogram Competencies, please see Section 6 (Pages 33–42) of this bulletin.

COMMITMENT TO EXCELLENCE THROUGH DIVERSITY

The Leavey School of Business and Administration actively shares the University's *commitment to excellence through diversity.* We are dedicated to increasing the ethnic and cultural diversity of our student and faculty community and to activities and actions that will lead to a more just and humane society. We strongly encourage applications from students with nontraditional backgrounds who have high potential and aptitude. We will strive to find the financial resources needed to attract and retain students who will enable us to better demonstrate our commitment to diversity.

COMPLETING AN APPLICATION FILE

Students are admitted in the fall, winter, and spring quarters. Application forms and instructions are available from the MBA Office (408-554-4500). Application requests and correspondence on admission may also be sent via E-mail to: MBAADMISSIONS@SCU.EDU. The applicant must complete and submit *all* the following items requested in the MBA Application Package before the Admissions Committee will make an acceptance decision.

1. Two copies of the Application Form (one original and one photocopy)
2. Two completed confidential Letter of Recommendation forms
3. Two official transcripts from each institution attended
4. Essay question responses
5. Graduate Management Aptitude Test (GMAT) score
6. Scores from the Test of English as a Foreign Language (TOEFL) and Test of Written English (TWE) (if applicable)
7. $55 application fee ($75 for international students)

Applicants must have their official GMAT score reports sent directly to the MBA Admissions Committee. GMAT applications are available from the Leavey School of Business and Administration or from the Educational Testing Service, Box 6103, Princeton, NJ 08541-6103 (Telephone: 609-771-7330).

Applicants whose first language is not English must take the TOEFL and have scores sent directly to the MBA Admissions Committee. A minimum TOEFL score of 580 is required. In addition, students taking the TOEFL must take the Test of Written English (TWE). A minimum score of 4 is required.

Foreign-born applicants requesting student visas must submit a financial statement showing adequate funds for tuition, fees, and living expenses for the entire program. In order to receive Immigration Form I-20, an applicant must be enrolled in at least 9 units per quarter.

All application materials must be assembled and submitted (except GMAT and TOEFL scores) in one complete package. This ensures the applicant that all application materials have been completed and reduces the chance of materials being lost or delayed. Applications will not be considered until all materials are received by the MBA Admissions Committee.

The completed Application Package should be addressed to MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053. Fax (408-554-4571) is available for correspondence only. Please do not fax completed application materials.

APPLICATION DEADLINES

Admissions decisions are made throughout the year. Applicants may be admitted to begin study in the fall, winter, or spring quarter. The complete Application Package should be received as early as possible. Refer to the application for appropriate deadlines.

ADMISSIONS DECISION

Applicants are admitted on the basis of academic ability indicated by college records and GMAT scores, demonstrated management potential (including work experience and recommendations), and motivation to complete a demanding academic program.

CONDITIONAL ACCEPTANCE

The MBA Admissions Committee on rare occasions may offer a candidate a *conditional acceptance.* Generally, this acceptance is offered pending receipt of additional information, such as official notice that the baccalaureate degree has been awarded or further evidence of academic capabilities, such as performance in graduate-level course work. Students admitted with conditional acceptances will be notified as to the specific terms and requirements of their acceptance and continuation in the program. Conditional acceptance is offered at the discretion of the MBA Admissions Committee and on a space-availability basis only.

DEFERRING ADMISSION

Candidates admitted to the MBA Program may request permission to defer their admission to a subsequent term. These deferments are granted if the candidate's record merits the deferment and if the student notifies the MBA Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two quarters (includes summer) beyond that for which they were originally accepted. Otherwise, they must formally reapply. Official transcripts of course work taken in the interim must be submitted for review prior to the first quarter of enrollment.

REQUEST FOR RECONSIDERATION

Applicants who are denied admission may request reconsideration for a subsequent quarter by submitting additional information (for example, new GMAT scores, additional course work, etc.), an updated application form, and a $30 reconsideration fee. Applicants may make this request once only and up to one year beyond the quarter denied.

4

Financial Information

TUITION AND FEES

MBA tuition, per quarter unit **$432**
(most classes: 3 units)

Agribusiness tuition, per quarter unit **$442**

Registration fee ..... **$ 12**
This nonrefundable fee is payable each quarter of registration regardless of the number of units for which the student is registered.

Health Center fee, per quarter (all SCU health plan participants) ..... **$ 60**

Late payment fee ..... **$ 50**

Course drop fee (per course) ..... **$ 25**

MBA Student Association membership dues ..... **$ 7**
This nonrefundable fee is payable each quarter of registration regardless of the number of units for which the student is registered.

MANDATORY HEALTH INSURANCE

International students are required to show proof of health insurance coverage to waive purchase of the Santa Clara University–sponsored health insurance plan.

Annual international-student health insurance fee **$557**

METHOD OF PAYMENT

Tuition and fees are billed to the student. Any student who registers is obligated to pay tuition and fees by the published due date, even if he/she does not receive a bill. Courses will not be canceled because no payment was received for the quarter or because a student does not attend the class. If payment is not received or a proper deferment is not obtained through the Office of Student Loan Services, the late payment fee (above) will be assessed and a hold will be placed on the account. The hold will prevent the release of transcripts or diplomas and prevent registration and access to any of the telephone registration services or other University services. Inquiries regarding account status should be directed to the Office of Student Accounting Services (408-554-4412). Remittances should be made payable to Santa Clara University and mailed to Santa Clara University, File 72662, P O Box 60000, San Francisco CA 94160-2662.

RIGHTS AND RESPONSIBILITIES

Santa Clara University considers all student tuition and loan accounts as legal and moral obligations. The Office of Student Accounting Services will notify the student of outstanding accounts. It is the student's responsibility to maintain current address records at the University. Accounts that remain unpaid may be reported as delinquent to a credit bureau. These accounts may be placed with a collection agency or an attorney, and the student will be responsible for collection costs and attorney's fees.

Students who have unpaid accounts at the University or who defer payment without approval are subject to dismissal from the University.

OTHER FEES

Application fee ($75 for international students) **$55**
This nonrefundable fee must accompany each new application form.

Computer lab fee (selected courses) **$30**

Parking permits (per year) **$40**

Parking permits (per quarter) **$20**

Late registration fee **$30**

Late registration/change fee (each registration adjustment after the add period) **$75**

Academic transcript fee (per copy) ..... **$ 3**

Academic transcript fee (rush process) ..... **$ 8**

Deferment service fee (per deferment granted) **$50**

Late submission of petition to graduate fee ..... **$ 2**
(per day, $50 maximum)

Returned check fee **$15**

Equivalency examination fee (per examination) **$40**

Application reconsideration fee **$30**

Thesis submission fee **$30**

SANTA CLARA UNIVERSITY TUITION REFUND POLICY

Fall, Winter, Spring Quarters The date on which formal withdrawal is done will be the effective date on which any refund of tuition will be determined, not the last date of attendance by the student. Students who fail to withdraw from classes are responsible for tuition regardless of attendance.

Students may formally withdraw from class up to and including seven calendar days from the start of the quarter and receive a 100 percent refund of tuition, less the per course drop fee for each class. The start of the quarter is considered

to be the first date on which instruction begins for the Leavey School of Business and Administration graduate program.

Students who formally withdraw from a class after the first week of the quarter may receive a refund of tuition according to the following schedule:

Withdrawal during the second week of the quarter 50%
Withdrawal during the third week of the quarter..... 25%

No refunds will be authorized after the third week of the quarter.

Summer Quarter Students who formally withdraw from a class during summer quarter may receive a refund of tuition according to the following schedule:

Withdrawal during the first week of the quarter..... 100% less drop fee
Withdrawal during the second week of the quarter..... 50%

No refunds will be authorized after the second week of the quarter.

FEDERAL REFUND POLICY

In addition to the institutional refund policy, all students who withdraw completely from the University and who have federal financial aid, including federal student loans, are subject to the federal refund policy. Under the federal refund, institutional charges are refunded as follows:

100 percent of institutional charges, less an administrative fee, if any, if student withdraws on or before the first day of classes for period of enrollment for which he or she was charged;

90 percent of institutional charges, less an administrative fee, if any, if student withdraws after the first day of classes, up to and including the first 10 percent of that period of enrollment;

50 percent of institutional charges, less an administrative fee, if any, if student withdraws after the end of the first 10 percent of period of enrollment, up to and including the end of the first 25 percent of that period of enrollment; and

25 percent of institutional charges, less an administrative fee, if any, if student withdraws after the end of the first 25 percent of period of enrollment, up to and including the end of the first 50 percent of that period of enrollment.

The federal and institutional refunds will be compared, and the refund calculation resulting in the largest refund to the student will be applied.

Additionally, for those federal aid recipients who are first-time students at Santa Clara University and who withdraw on or before the 60 percent point in time of enrollment period for which they were charged, a statutory pro rata refund must be calculated.

Examples of common refund situations are available from the Financial Aid Office located in the Walsh Administration Building.

All refunds must be returned to federal programs before being returned to state or institutional aid programs and/or the student. This refund allocation will be

made in the following specific order and will be applied to all students who have received federal Title IV assistance:

1. Unsubsidized Ford Federal Direct Loan Program
2. Subsidized Ford Federal Direct Loan Program
3. Federal Direct Plus Loan Program
4. Federal Perkins Loan Program
5. Federal Pell Grant Program
6. Federal Supplemental Educational Opportunity Grant Program
7. Other federal, state, private, or institutional assistance programs. and
8. Student ,

Any Quarter No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

Refund checks for approved graduate course withdrawal are issued by the Office of Student Accounting Services. Any student who qualifies for a refund must request it from the Office of Student Accounting Services. Otherwise the amount will be credited to the student's account.

Note: All fees, charges, and refund schedules stated in this bulletin are subject to change without prior notice.

FINANCIAL AID

Financial assistance for MBA students is available. Scholarships and grants are administered primarily by the Leavey School of Business and Administration. Student loan programs and other state or federal grants (except veterans' assistance) and Federal Work-Study are administered by the Financial Aid Office (408-554-4505).

Students need not be admitted to the University before applying for financial aid. However, no offer of assistance will be made before a student is admitted.

Ordinarily, financial aid is not available for noncitizens unless they reside in the United States permanently and have made application for citizenship.

Scholarships/Project Assistantships

Financial assistance is generally available to graduate business students who have good academic records and can show financial need. Most financial aid covers partial tuition only and is in the form of MBA project assistantships, which require working on administrative and/or research tasks for the school.

The Leavey School of Business and Administration also administers funds that provide assistance for diversity students and for MBA students with extenuating circumstances.

Detailed information and application forms can be obtained by contacting the MBA Financial Aid Coordinator, Leavey School of Business and Administration (408-554-4512).

Loans

Since MBA financial aid is limited, students often seek loans to help meet educational costs. MBA students may qualify on the same basis as other students at the University through the Financial Aid Office. Loans are available both to students with demonstrated financial need and to students without such need. Application forms and further information may be obtained from the University Financial Aid Office.

Federal Work-Study Program

MBA students may qualify for Federal Work-Study on the same basis as other students at the University. Information is available from the Financial Aid Office.

Deadlines

The University Financial Aid Office has established deadlines for consideration of the programs it administers. All students requesting financial aid from the University should contact the Financial Aid Office at the earliest possible date and request specific deadline information and appropriate application materials.

Applications for scholarships, grants, and MBA project assistantships administered by the Leavey School of Business and Administration have the following deadlines:

Fall quarter	July 1
Winter quarter	Oct. 1
Spring quarter	Jan. 1
Summer quarter	April 1

Veterans and Veterans' Dependents Assistance

Santa Clara University is listed by the Department of Veterans Affairs as qualified to receive students under Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100 percent disabled, widow of any person who died in the service or died of a service-connected disability, or wife of a veteran with a 100 percent service-connected disability); Chapter 31 (rehabilitation); Chapter 30 (active duty Montgomery G.I. Bill); Chapter 34 (old G.I. Bill); and Chapter 32 (Post-Vietnam Era Veterans' Educational Assistance Program [VEAP]). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The state of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister St., San Francisco, CA 94102.

Information regarding these programs may be obtained from the Santa Clara University veterans' counselor in the Student Records Office.

5

Academic Information

STUDENT RECORDS

University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (FERPA). Accordingly, the University may release directory information to any person on request, unless a student requests in writing that directory information be kept confidential. A student's directory information is designated as follows:

1. Name
2. Gender
3. Address (campus, local and/or permanent)
4. Telephone number
5. Date and place of birth
6. Major field of study, classification, dates of attendance, degrees, and honors received
7. Most recent previous educational institution attended
8. Participation in officially recognized activities, including intercollegiate athletics
9. Name, height, and weight of participants on intercollegiate athletic teams

During the registration period and throughout the academic year, students may request in writing, through the Student Records Office, that directory information be kept confidential. Once filed, the request remains in effect until the beginning of the next academic year, or a shorter period, if designated by the student.

Certain records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. Parents' financial information, including statements submitted with scholarship applications, is also excluded by law from inspection. Third parties may not have access to educational records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Former or current borrowers of funds from any Title IV student loan program should note carefully that requests for nondisclosure of information will have no effect on preventing Santa Clara University from releasing information pertinent to employment, enrollment status, current address, and loan account status to a school lender, subsequent holder, guarantee agency, U.S. Department of Education, or an authorized agent.

Students have the right to inspect and review their educational records at the following offices:

1. Official academic records, including application forms, admission transcripts, letters of acceptance, and a student's permanent academic record are on file and maintained in the Student Records Office.
2. Working academic files are also maintained by the deans in their respective offices.
3. Records related to a student's nonacademic activities are maintained in the Office of the Dean of Students.
4. Records relating to a student's financial status with the University are maintained in the various Student Financial Services offices.

Students have the right to request the amendment of their educational records to ensure that they are not inaccurate, misleading, or otherwise in violation of a student's privacy or other rights. Students may direct complaints regarding academic records to the dean of the college or school in which they are enrolled, to the director of Student Records and Financial Services, or to the University Registrar. In addition, students have the right to file with the U.S. Department of Education a complaint concerning alleged failures by Santa Clara University to comply with the requirements of FERPA. Written complaints should be directed to the Family Policy Compliance Office, U.S. Department of Education, 600 Independence Ave., S.W., Washington, D.C. 20202-4605. Copies of Santa Clara University's student records policy are available from the Student Records Office, Walsh Administration Building.

ACADEMIC REGULATIONS

Academic Standing

To qualify for the MBA degree, a student must maintain an overall grade point average (GPA) of at least 3.0 in all work taken in the Leavey School of Business and Administration. A grade of C– is considered a minimum passing grade in each course. A grade of D or F is considered a failing grade, and the units will not be counted toward graduation requirements.

Students who have completed fewer than 18 units and whose cumulative GPA falls below 2.8 will be placed on academic warning. On completion of 18 units, students must maintain a 3.0 cumulative average or be placed on academic probation. Once placed on probation, the student must raise his/her cumulative GPA to the 3.0 level within the next two quarters of attendance. Otherwise, the student will be disqualified from the MBA Program.

Grading

The grading system is as follows:

A = 4.0	C = 2.0
A– = 3.7	C– = 1.7
B+ = 3.3	D+ = 1.3
B = 3.0	D = 1.0
B– = 2.7	D– = 0.7
C+ = 2.3	F = 0.0

The A grade indicates distinguished performance and competence; the A– and B+ ranges indicate excellent performance and competence; and a B grade demonstrates work meeting high academic and professional standards. Grades in the B– and C+ ranges are given for acceptable performance levels in a particular course but are insufficient for meeting overall performance requirements. A C– grade is the minimal passing grade. Grades of D and F are given for performance that insufficiently demonstrates academic and professional competence. Independent study courses are generally graded pass/no pass (P/NP) and are then not counted in calculating a student's GPA.

Student Responsibility

The student is personally responsible for knowing all of the academic regulations in the MBA Program. Failure to understand these regulations and requirements does not relieve the student of responsibility.

Completion Requirements

The requirements for the MBA degree must be completed within six years, including leaves of absence.

Incomplete Grades

A student may receive an incomplete (I) if some essential portion of the course work remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within four weeks after the beginning of the next scheduled quarter (not including the summer quarter) whether or not the student is registered during that quarter.

Academic Advising

MBA students are not assigned to academic advisers. However, advising is available as needed to all students. For an appointment, call 408-554-5485. All students, especially those with questions regarding choosing courses and their academic progress, are encouraged to consult with the director of Student Services.

Withdrawals

Students may withdraw from courses two weeks prior to the date on which final examinations begin without faculty approval. After that date, the student must get written approval from the instructor. (See Tuition Refund Policy, Pages 24–26.)

When a student withdraws from the University, a petition form or a letter must be submitted to the MBA Office of the Leavey School of Business and Administration. Courses must be dropped separately from withdrawal from the University.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Office of Student Accounting Services. Students on deferments or Federal Perkins Loans must also clear their financial obligations with the Office of Student Loan Services. Refund checks for approved graduate course withdrawal are issued by the Office of Student Accounting Services. Disbursement is requested by contacting that office. Allow at least two weeks after the add/drop period for processing. (See Tuition Refund Policy.)

Leaves of Absence

All students who do not register during any quarter of the academic year, excluding summer quarter, will be placed on the inactive list unless they have been given leaves of absence.

A leave of absence will be granted only for a specified period of time and normally not for more than one year at a time. If the approved period for the leave of absence is exceeded and the MBA Office is not contacted to request an extension, the student must reapply to the program and will be considered for readmission as a new applicant. A leave of absence will only be granted for two quarters if no course work has been completed.

A leave of absence is not required for those students who do not attend summer quarter.

Readmittance

A student who does not register for any quarter, excluding summer quarter, and does not apply for a leave of absence will be placed on the inactive list. When a student is placed on the inactive list, an application for admission accompanied by a reapplication fee of $55 must be submitted. The student will then be considered for readmission on the same basis as a new applicant. The applicant will also be required to fulfill any additional requirements and satisfy any curriculum changes the Leavey School may adopt during the interim period between registrations.

If the student has attended another school, all transcripts must be sent to the MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053. All course work taken in the interim must be satisfactorily completed, and the student must be in good standing in order to be considered for readmission.

Concurrent Enrollment

A student in the MBA Program generally will not be allowed concurrent enrollment in Santa Clara University's other academic programs or at any other university. Exceptions are the J.D.-MBA Combined Degree Program and courses taken elsewhere to obtain college algebra proficiency and/or computer proficiency. Other exceptions require prior approval of the MBA Committee.

Petitions and Grievances

Requests for exceptions to Leavey School of Business and Administration policies must be made in a written petition and submitted to the MBA Office. Student grievances regarding courses and policies should be directed to: Director of Student Services, 323 Kenna Hall.

6

MBA Curriculum

The Santa Clara MBA Program is designed to develop leaders with a broad business, economic, and social perspective capable of managing change in dynamic environments. Students develop breadth of understanding through course work in accounting, economics, finance, management, marketing, and operations & management information systems; and depth by concentrating electives in particular functional cross-disciplinary areas. Depending upon prior academic work, students complete a minimum of 15 and a maximum of 24 graduate courses to receive the MBA degree.

PREPROGRAM COMPETENCIES

Beyond the general requirement that applicants for the MBA Program possess a baccalaureate degree from an accredited college or university, several areas of preprogram competencies are required prior to enrollment:

College Algebra Proficiency

Entering students must demonstrate college algebra proficiency by either (a) having taken a minimum of 3 quarter units of intermediate-level college algebra within the past six years with a grade of B or better; (b) scoring in the 50th percentile or above on the quantitative portion of the GMAT; or (c) passing the Algebra Equivalency Exam. Students must demonstrate algebra proficiency by the end of their second quarter of residence in order to continue to register for courses in the program.

Computer Proficiency and Word Processing

Entering students should be proficient in the use of desktop computers, particularly word processing and spreadsheet applications. Many of our applicants possess these skills already. Resource materials focusing on spreadsheet applications are available to those students with weaker preparation in this area.

Basic Accounting Terminology

The first required accounting course assumes familiarity with the four basic financial statements and the accounting cycle. Those students who do not have this competency can easily acquire it in eight to 10 hours through the use of an interactive learning software package or a programmed learning book available in most college bookstores. Contact the Accounting Department at 408-554-4578

for more information on these resources. A self-assessment test will be administered at the first meeting of ACTG 301 (Accounting for Business Decisions) to screen for this competency. (This is not a waiver exam.)

Oral and Written Communication

Students entering the program are expected to be able to participate fully in class discussions and present ideas effectively in writing. The staff and faculty will be happy to suggest resources for prospective students seeking remedial work in either of these areas.

OVERVIEW OF THE CURRICULUM

The Santa Clara MBA curriculum consists of 24 courses comprising waivable required courses, nonwaivable required courses, and electives. Two of the nonwaivable required courses bracket the program: MGMT 501 (Managerial Competencies and Team Effectiveness), taken within the first two quarters of residence, and the Capstone Course MGMT 519 (Business Policy), taken within the last two quarters of residence. There is considerable flexibility in the order in which other courses are taken, although all prerequisites must be satisfied before enrolling in a particular course, and the OMIS 351 (Mathematical Analysis) and OMIS 353 (Statistical Methods) requirements must be satisfied within the first three quarters of a student's residency. Algebra proficiency, one of the preprogram requirements, must be demonstrated no later than the end of the second quarter of residence.

MBA ORIENTATION PROGRAM

MBA orientation consists of a one-day Saturday session required for all entering students. Students beginning the program in fall 1997 attend on Saturday, Aug. 23, 1997; students entering in winter or spring 1998 attend on Saturday, March 21, 1998.

Orientation introduces students to the Santa Clara campus, the MBA curriculum, and their new classmates. Beyond addressing such mundane but potentially frustrating issues as how to obtain a parking permit, the program

- provides an overview of general administrative procedures for the MBA Program, including how to register for courses, take equivalency exams, and plan one's curriculum;
- acquaints and sensitizes students to the overall structure of the MBA curriculum and its rigors and demands; and
- provides a foundation for MGMT 501, the required Managerial Competencies and Team Effectiveness course, by enhancing appreciation for and skills in teamwork and leadership, building a sense of esprit de corps among entering students.

WAIVER PROCEDURES

Up to 10 of the required courses may be waived. (A student who waives all 10 will be required to complete nine rather than eight electives in order to meet the 15 course minimum needed for degree completion.) The number of waivers an individual student receives depends on a variety of factors, including the quality of the academic record, the undergraduate field of study, and its recency. Undergraduate business majors with a degree within the past six years will typically be able to complete the program with fewer courses. On average, students complete about 21 Santa Clara MBA courses in order to graduate.

Prospective students who have questions about waivers should consult individually with the director of admissions or with other members of the staff.

Students receive waivers in three ways. An initial evaluation of the academic records of all admitted students identifies waivable courses, and students are informed of the results of this evaluation with their acceptance letter. If there are additional courses that the student believes should be waived given waiver rules, he or she may file a written petition and accompany the request with appropriate documentation including catalog descriptions, course syllabi, lists of required texts, etc. Petitions for course waivers must be filed no later than five weeks before the beginning of the student's fourth term in residence. The director of student services, in consultation with faculty, rules on these petitions, and unless new information is presented, the ruling is final.

Note: A grade of B or better is required in all courses considered for waiver, and the relevant courses must have been completed within six years prior to acceptance into the MBA Program. Waiver petitions should not be submitted if these requirements are not met.

Finally, students may waive a course by passing an equivalency exam. Equivalency exams generally are scheduled and administered on the Saturday preceding the beginning of each quarter. Equivalency exam registration and required payment must be filed with the MBA Office no later than three days prior to the day of the exam. Students are eligible to sit for equivalency exams prior to their fourth quarter in residence. Students must petition in advance to take an exam after their fourth quarter; approval thereof is not guaranteed.

By the beginning of the fourth term in residence, therefore, all students will have a final approved program of study.

WAIVABLE REQUIRED COURSES AND WAIVER RULES

Course titles of the 10 waivable required courses and their associated waiver rules are listed below. For more detailed catalog descriptions, see Section 14 (Pages 61–76) of this bulletin.

1. ACTG 301 (Accounting for Business Decisions)
   Waiver Rule: A minimum of 9 quarter units of accounting course work covering both financial and managerial accounting or passage of the Accounting for Business Decisions Equivalency Exam or confirmation of CPA.

2. ECON 401 (Microeconomics for Business Decisions)
   Waiver Rule: A minimum of 3 quarter units of intermediate-level microeconomics and 3 quarter units of econometrics or passage of the Microeconomics for Business Decisions Equivalency Exam.

   Note: An advanced statistics/econometrics course may count toward the waiving of both OMIS 353 and ECON 401.

3. ECON 405 (Macroeconomic Theory and Policy)
   Waiver Rule: A minimum of 3 quarter units of upper-division (intermediate-level) macroeconomics or passage of the Macroeconomic Theory and Policy Equivalency Exam.

4. FNCE 451 (Financial Management)
   Waiver Rule: A minimum of 6 quarter units of upper-division course work in finance or passage of the Financial Management Equivalency Exam.

5. MGMT 503 (Organizational Analysis and Management)
   Waiver Rule: Completion of one course in organizational analysis and design (minimum 3 quarter units) or passage of the Organizational Analysis and Management Equivalency Exam.

6. MGMT 505 (Social, Political, and Legal Environment of Business)
   Waiver Rule: A minimum of 3 quarter units in the social, political, and legal environment of business (courses in business law are not acceptable) or passage of the Social, Political, and Legal Environment of Business Equivalency Exam.

7. MKTG 551 (Marketing Analysis and Decisions)
   Waiver Rule: Completion of two upper-division courses in marketing management (6 quarter units minimum) or passage of the Marketing Analysis and Decisions Equivalency Exam.

8. OMIS 351 (Mathematical Analysis)
   Waiver Rule: A minimum of 3 quarter units of advanced college-level mathematics including coverage of differential and integral calculus or passage of the Mathematical Analysis Equivalency Exam. OMIS 351 is waived for students with bachelor's degrees in engineering or the physical sciences (e.g., physics) regardless of the grades or the recency of the course work if accompanied by a strong GMAT quantitative score.

9. OMIS 353 (Statistical Methods)
   Waiver Rule: A minimum of 6 quarter units in statistics including coverage of probability theory, estimation, hypothesis testing, and simple regression analysis or passage of the Statistical Methods Equivalency Exam. Students who have taken a rigorous one-semester course should petition to have it evaluated.

10. OMIS 355 (Computer-Based Decision Models)
    Waiver Rule: Advanced course work (minimum 3 quarter units) in management science or operations research that includes formulation of mathematical models for business problems, optimization, regression analysis, decision trees, and updating of statistical information based on sample data or passage of the Computer-Based Decision Models Equivalency Exam. Proficiency in spreadsheet modeling and optimization (e.g., Excel, etc.) is also required.

GRADUATE TRANSFER CREDIT

In addition to waiving any of the above courses, up to 6 quarter units of graduate credit from another AACSB-accredited MBA program may be transferred for either nonwaivable required or elective courses if the course

1. was open to graduate students only;
2. was completed by the student with the equivalent of a B or better;
3. was awarded graduate credit;
4. was completed no more than six years prior to acceptance into the MBA program; and
5. is considered by the MBA Committee to be functionally equivalent to a course or combination of courses offered by Santa Clara University's MBA Program.

NONWAIVABLE REQUIRED COURSES

The six nonwaivable required courses in the program are listed below. For more detailed descriptions, see Section 14 (Pages 61–76) of this bulletin.

1. MGMT 501 (Managerial Competencies and Team Effectiveness)

   Note: This foundational course must be taken within the first two quarters of a student's residence. Students beginning classes in the summer take it during fall quarter.

2. OMIS 357 (Operations Management)

   Note: Students who have completed two courses in production management (minimum of 6 quarter units) may substitute OMIS 358 (Advanced Manufacturing Management) for OMIS 357.

3. One of the following seven (7) accounting courses:

   ACTG 303 (Intermediate Financial Accounting)
   ACTG 305 (Financial Statement Analysis)
   ACTG 307 (Taxation)
   ACTG 309 (Seminar in International Accounting)
   ACTG 311 (Management Accounting and Control)
   ACTG 313 (Cost Accounting and Strategic Analysis)
   ACTG 322 (Advanced Topics in Financial Accounting)

4. One of the following four (4) finance courses:

   FNCE 453 (Advanced Financial Management)
   FNCE 455 (Investments)
   FNCE 457 (International Financial Management)
   FNCE 459 (Financial Markets and Institutions)

5. One (1), and only one, of the following three (3) marketing courses:

   MKTG 553 (Competitive Marketing Strategy)
   MKTG 555 (Competitive Marketing Strategy: Technology)
   MKTG 557 (Competitive Marketing Strategy: Agribusiness)

6. MGMT 519 (Business Policy)

   Note: This Capstone Course must be taken in the last two quarters of the student's MBA Program. Students may substitute IDIS 619 in satisfaction of this requirement.

ELECTIVES AND INDEPENDENT STUDY

In addition to the 10 waivable required courses and the six nonwaivable required courses discussed above, students select eight electives (nine if all 10 waivers are exercised) to complete their MBA Program. Any course offered in conjunction with the MBA Program with the exception of those otherwise required or waived is considered an elective. In addition, up to two courses in the School of Law may be taken as MBA electives if approved in advance by both the law school and the business school. Contact the MBA Office for more information.

Santa Clara typically offers a choice of more than 40 electives within an academic year. Recently, these have included such offerings as Small Business Entrepreneurship, Economics of Decision Making Under Uncertainty, Software Process Management, and Managing Innovation and Technology. For catalog descriptions of elective courses, see Section 14 (Pages 61–76) of this bulletin. New courses are continually being developed. Please contact the MBA Office for information on new electives scheduled after this bulletin went to press.

With fall quarter 1996, the MBA Program began offering experimental courses (e.g., ACTG 696, ECON 696, FNCE 696, MGMT 696, MKTG 696, and OMIS 696). A student may take up to two experimental courses that will qualify as electives toward the MBA degree. No more than one experimental course may be taken in any one discipline.

A student may elect to register for Independent Study (ACTG 698, AGRI 698, ECON 698, FNCE 698, MGMT 698, MKTG 698, or OMIS 698) to fulfill an elective requirement. Only one Independent Study course may be taken in the program. To obtain permission to register for Independent Study, students should prepare a complete proposal well in advance of the quarter in which they wish to undertake the study. The proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the study. The proposal will then be reviewed by the department chair who, if in agreement, will sign the proposal. The proposal must then be submitted to the MBA Office for

final review by the associate dean for graduate studies. A signed copy of the proposal must be on file in the MBA Office before registration. An Independent Study is graded pass/fail unless otherwise indicated.

CONCENTRATIONS

Although Santa Clara University's MBA Program has a general manager's perspective, students may also use their choice of electives to select a concentrated emphasis. Students do not, however, have to select a concentration or, once chosen and begun, do not have to finish the concentration in order to graduate.

However, a concentration may be reflected on a student's transcript if the concentration is declared when the student petitions to graduate and all completed courses required for the concentration are documented. The awarded concentration will then appear on the student's official degree transcript.

Santa Clara's MBA Program currently offers eight concentrations, the requirements for which are detailed below. Some courses may count toward more than one concentration or may count as a second required course where, for example, there is a menu, as in Accounting or Finance. Such "double counting" permits increased flexibility in elective choice but does not reduce the number of courses required for graduation. Also, appropriate experimental courses (#696) may count toward a concentration if approved by the concentration coordinator. Consult the MBA Office for the petition procedure.

Note: In order to ensure breadth of coverage within a general management degree, no more than five electives may be taken in any one discipline.

Finance

Choose a minimum of four and a maximum of five of the following courses:

FNCE 453 (Advanced Financial Management)
FNCE 455 (Investments)
FNCE 457 (International Financial Management)
FNCE 459 (Financial Markets and Institutions)
FNCE 462 (Advanced Topics in Investment Theory and Practice)
FNCE 464 (Real Estate Finance)
FNCE 466 (International Monetary and Financial Relations)
FNCE 468 (Risk Management and Insurance)
FNCE 470 (Finance, Public Policy, and Ethics)

Information Systems

Choose a minimum of four of the following six courses. Students are encouraged to choose IDIS 619 (Business Policy in High-Technology Firms) as their policy course.

OMIS 362 (Computer Simulation Modeling)
OMIS 366 (Database Management Systems)
OMIS 368 (Software Process Management)

OMIS 372 (Systems Analysis and Design)
OMIS 378 (Information Systems Design and Management)
IDIS 612 (Management of the High-Technology Firm Seminar)

International Business

Choose a minimum of four of the following courses:

ACTG 309 (Seminar in International Accounting)
ECON 432 (International Economics)
FNCE 457 (International Financial Management)
FNCE 466 (International Monetary and Financial Relations)
MGMT 514 (International Management)
MKTG 564 (International Marketing)
MGMT 542 (Advanced Seminar in International Business)

Managing Technology and Innovation

Students taking this concentration should choose MKTG 555 (Competitive Marketing Strategy: Technology) from the menu for the second marketing course and IDIS 619 (Business Policy in High-Technology Firms) for their policy course. Students taking this concentration must complete:

MGMT 524 (Managing Innovation and Technology)
IDIS 612 (Management of the High-Technology Firm Seminar)

In addition, choose two of the following courses:

MGMT 538 (Managing Teams and Projects)
MKTG 566 (Small Business Entrepreneurship)
OMIS 360 (Seminar in Manufacturing Management)
OMIS 368 (Software Process Management)

Marketing Management

Choose a minimum of four and a maximum of five courses from the following:

MKTG 562 (Services Marketing)
MKTG 564 (International Marketing)
MKTG 568 (Marketing Research)
MKTG 572 (Product Market Planning and Strategy)
MKTG 574 (Sales Management)
MKTG 578 (Marketing Information Systems)
MKTG 582 (Customer Behavior)
MKTG 584 (Advertising Management)

Market Research

Students taking this concentration must complete:

MKTG 568 (Marketing Research)
MKTG 578 (Marketing Information Systems)

In addition, choose any two of the following courses:

ECON 422 (Topics in Pricing and Sales Forecasting)
ECON 436 (Business and Economic Forecasting)
MKTG 582 (Customer Behavior)
OMIS 366 (Database Management Systems)
OMIS 378 (Information Systems Design and Management)

Quantitative Approaches to Business Problems

Choose four of the following courses:

AGRI 674/FNCE 474 (Risk Management with Derivative Securities)
ECON 422 (Topics in Pricing and Sales Forecasting)
ECON 424 (Economics of Decision Making Under Uncertainty)
ECON 430 (Negotiation, Business Strategy, and Game Theory)
ECON 436 (Business and Economic Forecasting)
FNCE 453 (Advanced Financial Management)

Operations

Students taking this concentration must complete:

OMIS 358 (Advanced Manufacturing Management)
OMIS 360 (Seminar in Manufacturing Management)

In addition, choose a minimum of two of the following courses:

ECON 436 (Business and Economic Forecasting)
ECON 438 (Institutions, Technology, and Economic Organization)
IDIS 612 (Management of the High-Technology Firm Seminar)
MGMT 524 (Managing Innovation and Technology)
OMIS 362 (Computer Simulation Modeling)
OMIS 382/AGRI 682 (Quality Control and Improvement)

PREREQUISITES

Students are responsible for ensuring that they have all the prerequisites for a course before registering. Prerequisites for each course are listed in the course descriptions in Section 14 (Pages 61–76) of this bulletin.

Note: Graduation will not be approved until all prerequisites, required courses, and other requirements of the program have been fulfilled.

AN INTERNATIONAL PERSPECTIVE

The Santa Clara MBA Program recognizes the increasing importance of obtaining an international perspective on business and society. Students are exposed to multinational business issues and multicultural perspectives in many of the required courses. Most departments offer electives focusing on international issues

from a disciplinary or functional perspective. Students are strongly encouraged to include at least one of these courses among their eight electives or in their selections from the accounting and finance menus (see above). Students may also select a concentration in international business, which explores functional issues within a global perspective and examines cross-disciplinary international topics.

AUDITING UNDERGRADUATE COURSES

MBA students may audit undergraduate courses, including foreign language courses, on a space-available basis. For information on procedures and fees, contact the MBA Office.

PRACTICAL TRAINING

In accordance with INS regulations, practical training for international students is available exclusively for students with F-1 visas. The 1-unit Practical Training internship (ACTG 697, AGRI 697, ECON 697, FNCE 697, MGMT 697, MKTG 697, or OMIS 697) offers students the opportunity, while completing their MBA degree, to apply techniques and methods learned at Santa Clara University as they acquire work experience. To be eligible to participate in this program, students must be in their second year of study, or have completed 27 units, and have a minimum cumulative GPA of 3.0 in their MBA course work. Students must apply each quarter and a faculty sponsor is required. For more information on practical training, contact the MBA Office.

LEAVEY LECTURES

Each quarter of the academic year begins with a special Leavey Lecture. All MBA students are invited, and classes are rescheduled to facilitate attendance. At the fall lecture, which is followed by an open-air reception, the dean welcomes students and addresses important issues confronting the business school and the environment in which it operates. In winter and spring, the school invites a distinguished practitioner or scholar to address students on a topic of current interest. Recent Leavey Lecturers have included Scott Adams (Dilbert creator), Carol Bartz (CEO, Autodesk), Irwin Federman (General Partner, U.S. Venture), John Harsanyi, Ph.D. (Nobel Prize winner in economics), Dr. Rosabeth Moss Kanter (Harvard University), Ko Nishimura (President and CEO, Solectron Corp.), John Lewis (Chairman and CEO, Amdahl Corp.), Robert Saldich (President and CEO [Retired], Raychem Corp.), William Cleary (Founder and Senior Partner, CKS Partners), and Hatim Tyabji (Chairman, President, and CEO, Verifone Inc.).

7

MBA Program in Agribusiness

The Institute of Agribusiness offers an MBA in Agribusiness that prepares students for management positions in the food and agricultural industries. This program is one of the few in the nation that combines a fully accredited MBA with an emphasis on managing agribusiness firms.

The Agribusiness MBA Program parallels the regular MBA Program through much of the required course work. Students receive a firm background in the functional areas of business (economics, marketing, finance, management, accounting, and operations) as well as an emphasis on the application of modern business practices to the management of agribusiness firms. The course work is enhanced by a variety of extracurricular programs including internships, site visits, conferences, and a mentor program.

For more information including publications, reprints, and newsletters, visit the Institute's Internet home page at http://LSB.SCU.EDU/AGRIBUSINESS.

ADMISSION

To be admitted to the Agribusiness Program, students must follow the same procedures specified in the general MBA Program (Pages 20–22).

All inquiries, applications, and correspondence on admission should be sent to: Director, Institute of Agribusiness, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053 (408-554-4086; fax: 408-554-5167; E-mail: agribusiness@scu.edu).

CURRICULUM

The Agribusiness MBA curriculum consists of four parts: required business courses, required agribusiness courses, agribusiness electives, and nonagribusiness electives. In the required business courses, students acquire the basic business skills they need for the more-advanced courses and electives. In the agribusiness courses, students apply these basic skills and methods to the specialized problems facing agribusiness firms. Students can personalize their Agribusiness MBA Program by choosing electives in their area of interest. Electives can be used to pursue a concentration in a functional area, such as finance or marketing, or a concentration in an integrative area, such as international business.

Depending on previous course work, a student will need to take between 15 and 24 courses to complete the Agribusiness MBA Program. Agribusiness MBA students must take **at least** two (2) agribusiness courses. Courses can be taken on a part-time or full-time basis depending on the needs of the student. All classes are taught in the evening.

AGRIBUSINESS CURRICULUM

Required Business Courses (Total: 10 courses)

ACTG 301 (Accounting for Business Decisions) (**w**)*
ECON 401 (Microeconomics for Business Decisions) (**w**)
ECON 405 (Macroeconomic Theory and Policy) (**w**)
MGMT 501 (Managerial Competencies and Team Effectiveness)
MGMT 503 (Organizational Analysis and Management) (**w**)
MKTG 551 (Marketing Analysis and Decisions) (**w**)
OMIS 351 (Mathematical Analysis) (**w**)
OMIS 353 (Statistical Methods) (**w**)
OMIS 355 (Computer-Based Decision Models) (**w**)

AND at least one (1) of the following:

ACTG 303 (Intermediate Financial Accounting)
ACTG 305 (Financial Statement Analysis)
ACTG 307 (Taxation)
ACTG 309 (Seminar in International Accounting)
ACTG 311 (Management Accounting and Control)
ACTG 313 (Cost Accounting and Strategic Analysis)
ACTG 322 (Advanced Topics in Financial Accounting)

Required Agribusiness Courses (Total: six courses)

AGRI 651 (Environment of the Agribusiness Firm) (**w**)
AGRI 657 (Agribusiness Operations Management)
AGRI 661 (Agribusiness Financial Management I) (**w**)
AGRI 663 (Agribusiness Financial Management II)
AGRI 667 (Competitive Marketing Strategy: Agribusiness)
AGRI 671 (Strategic Agribusiness Management)

Agribusiness Electives (at least two of the following courses):

AGRI 672 (International Marketing of Agribusiness Products)
AGRI 674 (Risk Management with Derivative Securities)
AGRI 678 (Advanced Topics in Agribusiness)
AGRI 682 (Quality Control and Improvement)
AGRI 696 (Internship) (3 units required)
AGRI 698 (Independent Research)

Note: Agribusiness electives are open to students in the regular MBA Program.

Nonagribusiness Electives

Nonagribusiness electives can be chosen from the elective offerings of any department in the Leavey School of Business and Administration except the

* Waivable courses are denoted by (**w**). Rules for waiving required business courses are listed on Pages 35–37.

Institute of Agribusiness. A total of eight (8) electives are required for degree completion (Agribusiness and Nonagribusiness).

Note: Required agribusiness courses are substitutes for the required courses in the regular MBA curriculum. AGRI 651 is a substitute for MGMT 505; AGRI 657 for OMIS 357; AGRI 661 for FNCE 451; AGRI 663 for FNCE 453; AGRI 667 for MKTG 553 and MKTG 555; AGRI 671 for MGMT 519. Students cannot receive credit for both the required agribusiness courses and the regular MBA courses for which they substitute.

EXTRACURRICULAR PROGRAMS

In addition to the regular course work, the Institute offers several highly successful extracurricular programs. These programs allow students to complement the rigorous on-campus course work with a number of off-campus, hands-on learning opportunities. Students can earn credit while acquiring essential job skills through the Institute's Internship Program. The Institute's Mentor Program links students with agribusiness executives working in the students' area of interest. Agribusiness field trips expose students to the rich diversity of agribusiness firms through quarterly site visits. In addition to these programs, the Institute sponsors an annual conference, guest lectures, and student-faculty research projects through an independent study program.

8

J.D.-MBA Combined Degree Program

The J.D.-MBA Combined Degree Program is designed to permit the student interested in obtaining both the J.D. degree and the MBA degree to complete both degrees in less time than if they were earned independently. This can be accomplished because certain course work taken at the School of Law can be transferred for credit toward the MBA degree, and, conversely, certain course work taken at the Leavey School of Business and Administration can be transferred toward the J.D. degree. Students who withdraw from the J.D. Program will not be granted transfer credit toward the MBA degree for courses taken in the School of Law.

ADMISSION

To participate in the J.D.-MBA Program, students must first be admitted to the School of Law. During the first year of the J.D. Program, students complete applications for the MBA Program, following the regular MBA admissions procedures, including taking the GMAT. Enrollment is limited to full-time students.

GENERAL REQUIREMENTS

While enrolled in the program, students must

1. satisfy the academic requirements of each school;
2. complete the same number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees, including all courses required by each school;
3. plan a specific, individualized academic program with, and approved by, both the School of Law J.D.-MBA Program adviser and the Leavey School of Business and Administration J.D.-MBA Program adviser.

Note: No more than two courses taken at other accredited law schools will be accepted for holders of a J.D. degree.

COMBINED CURRICULUM

With the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include Business Organizations (248), Securities Regulation (258), Advanced Corporations (249), and Labor Law (235) in the School of Law; Accounting 301 (Accounting for Business Decisions), Economics 401 (Microeconomics for Business Decisions) and 405 (Macroeconomic Theory and Policy), and Finance 451 (Financial Management) in the Leavey School of Business and Administration. However, in no event will any such individualized academic program contain more than 12 quarter units at the Leavey School of Business and Administration for which credit is also obtained at the School of Law, or more than 8 semester units at the School of Law for which credit is also obtained at the Leavey School of Business and Administration. (Three quarter units at the Leavey School of Business and Administration count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law count as 3 quarter units at the Leavey School of Business and Administration.)

Under a typical schedule, students complete the program and receive both degrees in three and one-half or four years. The first year is spent exclusively in the School of Law. Thereafter, work is taken concurrently in the Leavey School of Business and Administration and the School of Law.

9

Career Services

Career Services assists Leavey School of Business and Administration students and alumni with career assessment, exploration, and professional job-search strategies appropriate to their academic background, employment experience, and career goals. From a career management perspective, its staff helps students understand and develop the skills to manage their careers. Career fairs, workshops, and company presentations host professionals from local and national firms in a variety of industries to provide information on career paths and opportunities. The Silicon Valley and San Francisco Bay Area business communities work especially closely with Career Services to strengthen corporate relationships. Santa Clara University's year-round admission and completion schedule for MBAs allows ongoing recruiting. Participating companies generally recruit on campus between October and May. Students who will graduate in the upcoming academic year are eligible to participate.

Career management is proactive and should incorporate multiple job-search techniques and sources. Employment opportunities, received daily from employers, search firms, and job publications, are available in the Career Services library and in the *MBA Update*, a biweekly newsletter. Students seeking employment are encouraged to register in the Career Services résumé referral program. Another excellent resource is the MBA Alumni Network, a database of more than 500 alumni who have agreed to provide informational interviews about their careers and companies. SCU is an active participant in the West Coast MBA Consortium, which organizes an annual recruiting event during which 40 to 50 employers interview MBA candidates from 12 outstanding West Coast programs. Workshops on career assessment, résumé writing, interviewing techniques, and job-search strategies are conducted throughout the year.

Career Services has extended office hours to accommodate the schedules of graduate students and maintains extensive resource materials on career fields, prospective employers, company directories, and job-search books. It is located across from the School of Business in Benson Memorial Center.

10

Executive Development Center

The Executive Development Center (EDC) was founded in 1957. Since that time, EDC has worked with hundreds of Silicon Valley companies to provide educational experiences geared to developing the leadership capabilities of their members and the vitality of these organizations. Both public programs on emerging and critical topics-of-the-day and customized programs responsive to in-company needs are provided by the center.

EDC operates within the Jesuit tradition of educating men and women for the real world and in the preparation of individuals, imbued with character and competence, capable of making significant difference's in dynamic and complex environments. The center draws upon the complete resources of the University and its network of distinguished educators, scholars, practitioners, and consultants in designing and facilitating developmental activities and events.

Some of the distinctive features of EDC programs include a focus on:

- *Education,* rather than training
- *Insight,* rather than fashion
- *Quality,* rather than quantity
- *Application,* rather than profit
- *Service,* rather than profit

The center offers a wide variety of programs developed to meet the diverse educational needs of Silicon Valley leaders. In addition to offering an annual management development program co-sponsored by the American Electronics Association, as well as seminars on subjects ranging from project management to manufacturing strategies, EDC offers customized programs to assist organizations meet the challenges of the 21st century.

The center has also pioneered the use of consortia in bringing leading business and world leaders to the Silicon Valley. These consortia were developed to provide Silicon Valley executive teams a forum from which today's leading thinkers can present their ideas and stimulate critical thought in time sensitive programs. Speakers have included Gen. Colin Powell, Tom Peters, Steve Covey, Peter Senge, Charles Handy, Margaret Wheatley, and Jerry Porras. The partnerships include:

The Consortium on Executive Education (CEE) CEE establishes a partnership with leading high-technology companies that serves as a unique resource to senior executives in the Silicon Valley. The stated goal of the consortium is to provide "world-class, cutting edge, provocative ideas, tools and skills that enable ex-

ecutives to lead their people and their enterprises more vibrantly." Member organizations include 3COM, Adaptec, Advanced Micro Devices, Amdahl, Applied Materials, Aspect Telecommunications, Cadence Design Systems, Cirrus Logic Inc., Cisco Systems, Kobe Precision, Komag, Lam Research, Litton Applied Technology, Lockheed Martin, National Semiconductor, Network Equipment Technologies, Octel Communications, Quantum, Raychem, Roche Bio Science, Silicon Graphics, Sun Microsystems, Tandem Computers, United Technologies, and Xilinx.

The Retail Consortium for Management Excellence (RCME) Developed in conjunction with the Retail Management Institute for the purpose of providing high-quality executive seminars to those in the retail industry, RCME brings retail industry experts and strategists to lead three seminars annually. Speakers have included Alan Randolph, Susan Cook, Barry Posner, and Betsy Sanders. Companies include Canned Foods, Eddie Bauer, Fred Meyer, Levi Strauss, Mervyns, Nordstrom, Pier 1 Imports, Smart & Final, Strouds, The Good Guys!, Trader Joe's Company, Wells Fargo Bank, and Williams-Sonoma.

The Family Business Forum (FBF) Founded in 1994, FBF focuses on the unique issues that confront family businesses. It sponsors programs and activities to introduce family business owners to expertise and research that can enable them to be even more successful in their endeavors. More importantly perhaps, FBF builds a community of family business members who can share their special insights and experiences. Through membership contributions, FBF provides newsletters, guest speakers, and seminars, and funding for research in the family business field. FBF also sponsors an undergraduate business class on family business issues, which was inaugurated in the spring of 1995.

EDC also offers a unique certification program. The Certified Equity Professional (CEP) Institute is designed to master the specifics of stock plan administration through a three-level self-study program. Following the successful completion of all three levels, students (ranging from stock plan administrators to CPAs to attorneys) receive a substantive and practical foundation of knowledge in their field and are designated a Certified Equity Professional.

For information on any center program, please contact:

Executive Development Center
Telephone: 408-554-4521
Fax: 408-554-5143
Internet: edc@scu.edu

11

Business Student Organizations

BETA GAMMA SIGMA

Beta Gamma Sigma is the National Honor Society for business students. It is analogous to Phi Beta Kappa in the arts and Sigma Xi in the sciences. Election to membership is the highest scholastic honor a business student can achieve and is limited to outstanding men and women students who give promise of success in the field of business and who rank in the top 20 percent of MBA graduates.

MBA STUDENT ASSOCIATION

The MBA Student Association is composed of students who organize and coordinate student activities. The objective of the association is to strengthen channels of communication among the students, faculty, and administration of the Leavey School of Business and Administration, as well as the surrounding business community. The association provides MBA students the opportunity to cultivate professional relationships, develop fundamental management and organizational skills, and interact closely with business leaders.

Among its recent activities, the association has

- invited community business leaders to speak on campus;
- organized career development events, such as panel discussions with successful business executives from a variety of industries;
- conducted MBA social events, such as quarterly kick-off parties and a Lake Tahoe winter ski trip;
- participated in community service projects and local charity activities; and
- sponsored the Student Consulting Group, which provides consulting for local businesses on a nonprofit basis.

12

Facilities

ADOBE LODGE

Adobe Lodge is the oldest building on campus. Restored in 1981 to its 1822 decor, the lodge contains a presidential dining room as well as central and private dining facilities for faculty and staff.

BENSON MEMORIAL CENTER

The Robert F. Benson Memorial Center is the hub of campus life. The Benson Center is designed to meet the various needs of students, faculty, staff, alumni, and guests and to provide an environment for the education of the whole person that continues outside the classroom. Among the many services and facilities available are the Information Desk; Game Room; Brass Rail Cafe; Market Square; Mission Bakery and Terrace Cafe; California Salad Bar and Grill; Shapell Lounge; Down Under, a student-operated convenience grocery store; meeting rooms; Mission City Federal Credit Union; the bookstore; and post office. In addition, the office of Campus Ministry, a number of student services and offices of undergraduate student government and various student organizations are housed in the center.

CLASSROOM BUILDINGS

Nine classroom buildings house not only some 72 classrooms but also numerous administrative offices. Mayer Theatre and three Fine Arts buildings provide special classroom, rehearsal, and performance facilities. Most instruction in the Business School takes place within recently renovated Kenna Hall, containing state-of-the-art PC and multimedia facilities and 12 comfortable classrooms featuring new lighting, air conditioning, and completely new furnishings.

COMPUTING FACILITIES

Santa Clara provides mainframe and personal computing facilities to support educational programs. Free noncredit short courses for both types of computers are offered periodically. Computer labs are typically open from 8 a.m. to midnight Monday through Friday, with hours slightly reduced on weekends.

The principal academic mainframe system is a DEC Alpha/Server 275 running under the VMS operating system. The system operates 24 hours per day, and students have access from three public laboratories and through 30 dial-up ports.

PCs are concentrated in two general-purpose laboratories containing 150 IBM machines and various software packages for word processing, spreadsheet and database applications, and programming. The PC lab in the Business School (Kenna Hall) also has 20 MACs and six workstations. Each PC can also function as a terminal to the VAX. An additional 60 machines are contained in the Business School PC Classroom, Engineering PC CAD Lab, and three smaller clusters serving the Chemistry, Mathematics, and Physics departments.

All registered students may use the PC labs and the central VAX without additional charge. More than 80 percent of the full-time faculty have a personal computer or workstation in their office, and computer use is a common element in all disciplines.

Students can access an electronic mail system. This system operates on the University's mainframe Alpha/Server 275 and offers an alternative channel through which to communicate with MBA students, faculty, and staff. Access is via any terminal on campus or on a personal computer with a modem from home or office.

The School of Engineering Design Center has a network of more than 70 Hewlett-Packard 9000 high-end workstations and X-terminals grouped into two large classrooms and one smaller workroom. Advanced color printing and plotting capability are available throughout the Design Center. All workstations run HP's UNIX operating system and are fully networked with Internet and World Wide Web access. All systems have large, high-resolution color monitors and can utilize over 25 major commercial software packages. Software includes computer-aided design (CAD) and analysis applications for civil, computer, electrical, and mechanical engineering, as well as a variety of programming languages. The Design Center also offers a cluster of PCs and Macintosh computers for engineering student usage. The Design Center is open and available for students some 115 hours per week during the academic year.

COWELL HEALTH CENTER

Cowell Health Center offers health services to students (see Page 59). The Cowell Center also houses the Public Safety Office and the University Human Resources Department.

DE SAISSET MUSEUM

The de Saisset Museum includes American, European, African, and Oriental art, as well as historically important objects from the early days of Mission Santa Clara. In addition to its permanent collection, it features special exhibitions of traditional, modern, and contemporary art.

Museum hours are Tuesday through Sunday, 11 a.m. to 4 p.m.; closed Mondays and holidays.

KIDS ON CAMPUS

Kids on Campus is the University child-care and preschool center for children of students, faculty, and staff members. The center is a cooperative under the supervision of a volunteer committee of parents with a small staff of paid employees and parent and student volunteers. It is also used occasionally for practicum experiences by students in psychology and education courses. The preschoolers benefit from a carefully developed program designed to meet their interests and to prepare them for kindergarten. Students are encouraged to visit the Kids on Campus facilities on the east side of the campus. Because space is limited, it is recommended that applicants sign up on the waiting list as soon as possible.

LEAVEY ACTIVITIES CENTER

Constructed in 1975, this unique air-supported dome is a popular multiuse facility that encompasses a variety of intercollegiate activities, recreational programs, intramurals, and events.

Included within the two acres of Leavey Activities Center are staff offices; the intercollegiate ticket office; basketball and volleyball courts; weight room, pool, sauna, steam room, and cardiovascular area including Lifecycles, StairMasters, rowing machines, treadmill, NordicTrack, and Versaclimber.

Also located within Leavey Activities Center is Toso Pavilion, which includes a 5,000-seat arena for intercollegiate men's and women's basketball games and women's volleyball matches.

A monthly schedule of hours and activities is posted on the Leavey bulletin board or you can call the Leavey Center information line at 554-5450. Students, faculty, and staff must present a validated ID card to the attendant upon entering.

LOUIS B. MAYER THEATRE

The 500-seat Louis B. Mayer Theatre is designed to provide the traditional proscenium stage common to most theatres, as well as an orchestra pit and thrust elevators that can be raised or lowered electrically. In a remarkably simple procedure, a wall is moved, a few seats are relocated, and the main theatre is reoriented to a new dramatic form that extends the stage into the auditorium so that the audience surrounds the action on three sides.

Mayer Theatre also has a special floor constructed for dance, as well as a large movie screen and film projector.

The Fess Parker Studio Theatre, housed within the Mayer Theatre complex, has no fixed stage or seating. Its black box design, complete with movable catwalks, provides superb flexibility in an experimental setting.

MISSION SANTA CLARA

Mission Church marks the historic heart of the University. Adjacent to the beautiful Mission Gardens, the Church holds regular liturgical and sacramental services and provides an open place for quiet reflection and prayer.

NOBILI HALL

Nobili Hall provides on-campus housing for the University's Jesuit community. The four-story facility, named for John Nobili, first president of the college, contains a dining area and a chapel.

MICHEL ORRADRE LIBRARY

The collections and services of the Michel Orradre Library are designed to support the University's undergraduate and graduate academic programs.

Orradre Library's collection, which dates from the founding of Mission Santa Clara, now contains more than 626,000 volumes and nearly 633,000 microforms. The library currently receives approximately 4,800 serial subscriptions and is a depository for U.S. and California government documents, which number almost 538,000 publications. In addition, the library provides access to many other information resources through the World Wide Web and other electronic services. OSCAR, the library's online catalog, is available in the library or via the campus network.

Staff at the reference and documents desks provide research advice and assist students in using the library's collections and services. Orradre's Home Page (http://www.scu.edu/SCU/Library/Orradre) provides basic information about the library's services and schedules for classes and exhibits; helpful printed guides and publications are also available in the library. Bronco Express, the library's interlibrary loan/document delivery service, is designed to quickly supply books and articles not owned by Santa Clara University. Requests for this service may be place electronically, using OSCAR.

Other services include the Learning Center, the University Archives, a computer lab, photocopy machines, open reading areas, small group study rooms, and a number of individual study carrels.

During the academic year, the library is open seven days a week for a total of 106 hours. Most books may be checked out to undergraduates for 21 days and to graduate students for 42 days, but loan periods for heavily used materials on course reserve are limited to two hours or one, three, or seven days.

RICARD MEMORIAL OBSERVATORY

Named after Jerome S. Ricard, S.J., Santa Clara's Padre of the Rains who was most famous for his sunspot theory of weather forecasting, the observatory now houses all of the University's audiovisual equipment and Media Services. Media Services offers downlink capabilities affording the University community the opportunity to participate in satellite broadcasts and teleconferences.

BUCK SHAW STADIUM

Originally built in 1962 for Santa Clara's varsity football and baseball programs, the 6,400-seat stadium is now home to the highly successful men's and women's soccer programs as well as baseball. The surrounding practice fields are the outdoor facilities for the remainder of Santa Clara's intercollegiate and intramural athletic programs.

13

University Religious, Social, and Cultural Life

CAMPUS MINISTRY

Campus Ministry functions as a leaven within the University community so that the Living God may be magnified in all people: students, staff, faculty, and alumni. In keeping with the Jesuit tradition of developing the person, and with the ideal that all of us be people for others, Campus Ministry seeks to facilitate growth in individuals and the community by its presence, programs, and services.

The Campus Ministry staff reflects the reality of the Church today: a team of men and women—lay, religious, and clergy—who encourage all members of this community to deepen their religious commitment in "the service of faith, of which the promotion of justice is an absolute requirement" (Decree 4, 32nd General Congregation of the Society of Jesus).

To attain this vision, Campus Ministry offers the University community a variety of programs: liturgies and other sacramental celebrations, retreats, counseling and spiritual direction, educational forums, interfaith sharing, and Bible studies. We collaborate with all segments of the community in the planning and execution of our programs.

STUDENT LIFE

The following sections describe various aspects of student life and services. The *Graduate Student Handbook,* which may be obtained from the MBA Office, contains more detailed information.

Student Conduct Code

As an institution of higher education rooted in the Jesuit tradition, the University is committed to creating and sustaining an environment that facilitates not only academic development, but also the personal and spiritual development of its members. This commitment of the University encourages the greatest possible degree of freedom for individual choice and expression with the expectation that individual members of the community

- will be honest;
- will demonstrate respect for self;
- will demonstrate respect for others; and
- will demonstrate respect for law and University policies, regulations, their administration, and the process for changing those laws, policies, and regulations.

For a full description of the University's Student Conduct Code, judicial system, and disciplinary actions, please refer to the *Graduate Student Handbook.*

Athletics

The University maintains a well-balanced program of intercollegiate and recreational sports.

Intercollegiate competition for men is conducted in basketball, baseball, tennis, water polo, golf, soccer, crew, and cross-country. Intercollegiate competition for women is conducted in volleyball, basketball, softball, tennis, cross-country, soccer, crew, and golf. The participants in these sports compete against opponents of recognized national standing.

The University is a Division I member of the National Collegiate Athletic Association and the West Coast Conference.

Recreational sports involve participation in club sports, intramurals, and recreational and fitness activities. The club sports offer participation in men's boxing, volleyball, rugby, men's and women's lacrosse, women's field hockey, and women's water polo. Recreational and physical activities classes are informal and instructional.

STUDENT RESOURCES AND SERVICES

Listed below are the many service centers established to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

Counseling Center

The Counseling Center, located on the second floor of Benson Memorial Center, offers free professional counseling to all undergraduate and graduate students. Confidential psychological counseling in a supportive atmosphere is designed to help students attain greater self-understanding and become more personally effective. Some of the concerns that students discuss with counselors include stress, depression, sexuality, individual identity, and family, friendship, and love relationships. The special issues of minority and international students are recognized. In addition to individual, couples, and family counseling, the center frequently offers small groups and workshops on topics of general interest. Consultation and referral for faculty and staff and training opportunities for graduate students in counseling are also available.

Students in crisis or with urgent needs can be seen immediately on a walk-in basis. Regular appointments are made through the receptionist, and clients can be seen within one week by calling 408-554-4172. Counseling hours are Monday through Friday, 8 a.m. to 5 p.m., and some evenings by appointment.

Center for Student Leadership

The Center for Student Leadership (408-554-4745) was established to provide a resource to enhance leadership development opportunities for students. The center directly supports the goals of the University, particularly the goal to edu-

cate leaders of competence, conscience, and compassion. In the Jesuit tradition of excellence, the Center for Student Leadership is committed to the development of socially responsible leaders. The center has designed a comprehensive leadership education program that is dedicated to preparing students to assume leadership roles in the modern world.

Student Health Services

Student Health Services are located in the Cowell Center on campus. Students may see the Student Health Services medical staff by appointment or for drop-in services while the University is in session. For a schedule, call 408-554-4501.

All full-time undergraduates and all full-time law students are required to pay an annual health fee of $184. This fee makes them eligible for all of the services at Cowell Health Center. Any students who choose SCU-sponsored health insurance must also pay the health fee and therefore become eligible for services at the center. Other students, including graduate students, may pay the $184 annual fee and use the center. Health insurance coverage for outside care or other special needs is available and required for all international graduate and undergraduate students and for all full-time undergraduate students. University health insurance charges may be waived upon proof of outside coverage received in writing delivered to the insurance coordinator at the center by the appropriate waiver date.

All students eligible for and those who elect to pay for Student Health Services are required to have a pre-entrance health examination. Additional information about health insurance coverage and pre-entrance examinations may be obtained from Student Health Services.

Student Resource Center

The main focus of the Student Resource Center is to provide academic support programs and services to students, faculty, and other student services departments. The Student Resource Center (SRC) builds bridges to connect students of targeted populations to University resources in order to ensure academic success and full participation in the community of scholars at Santa Clara. The center also coordinates conflict mediation activities for the Division of Student Development. Resource areas within the center include:

African American Student Resources
Asian Pacific American Student Resources
Chicano Latino Student Resources
Disabled Student Resources
International Student Resources
Native American Student Resources
Off-Campus Student Resources
Re-entry Student Resources
Women Student Resources

Services and activities supported by the Student Resource Center include

- enhancing students' academic success and social involvement and progress;
- assisting students in effectively setting goals and expressing their needs and concerns;
- creating opportunities for students' personal and professional growth, responsibility for actions, and motivation and leadership development;
- providing opportunities for learning about the values and beliefs of one's own group and of other groups;
- providing necessary academic support services and accommodations for students with disabilities; and
- providing consultation to the University community regarding diversity and multicultural issues.

Markkula Center for Applied Ethics

Santa Clara University established the Center for Applied Ethics in 1986, and renamed it the Markkula Center for Applied Ethics in 1995, to heighten awareness of ethical issues and to improve ethical decision making. The Markkula Center operates as a unique community of faculty, staff, students, and off-campus advisers and participants with the common goal of helping people develop strategies for understanding and resolving the ethical dilemmas that confront them. The center supports interdisciplinary teaching, research, and community programs in applied ethics. Programs for students include forums that provide a framework for value-based decision making in their personal and professional lives; involvement in the student-run Biomedical Ethics Club; and, in collaboration with the Center for Student Leadership, workshops that provide student reflection leadership training. The Markkula Center also sponsors public symposia that bring together influential speakers, the SCU community, and the general public to examine controversial issues of national concern from an ethical perspective. In addition, the Markkula Center publishes a quarterly magazine, *Issues In Ethics*, and maintains a Web site, the Ethics Connection (www.scu.edu/ethics), to facilitate thoughtful reflection and engage in dialogue about matters of public debate. Other activities and services include programs for professionals, course development workshops, ethics consultations for individuals and organizations, and providing an ethics resource center. The Markkula Center does not tell people what to think but suggests what to think about and how to think it through.

14

Course Descriptions

DEPARTMENT OF ACCOUNTING

Professors Emeriti: Charles F. Louie, Thomas Maier
Professor: Paul L. Locatelli, S.J.
Associate Professors: Suzanne M. Luttman, Jane A. Ou, Shahrokh M. Saudagaran, James F. Sepe, Neal L. Ushman *(Chair)*
Assistant Professors: Sandra L. Chamberlain, Michael J. Eames, Lynn M. Pringle

Santa Clara University declares its purpose to be the education of the human person within the Catholic and Jesuit tradition. Within the framework of this overall mission, the Department of Accounting aspires to develop the knowledge, skills, values, and attitudes that graduates will need to succeed as competent, ethical professionals in the practice of accounting and as decision makers in business, government, and not-for-profit organizations.

Note: The following course is required of all MBA students. Please see Waiver Rules (Pages 35–37).

ACTG 301. Accounting for Business Decisions

Financial and managerial accounting. Introduces concepts and principles underlying external financial statements and provides an overview of how managers use internal accounting information to make sound business decisions. *Prerequisites: see Preprogram Competencies (Pages 33–34).* (3 units)

Note: All MBA students are required to take a second course in accounting selected from the following menu of seven (7) courses. Additional courses from this menu may be taken as electives.

ACTG 303. Intermediate Financial Accounting

An in-depth study of the principles and procedures underlying external financial reporting. Review of the accounting cycle and preparation of financial statements. Detailed analysis of accounting for assets, liabilities, owners' equity, revenues, and expenses. *Prerequisite: ACTG 301.* (3 units)

ACTG 305. Financial Statement Analysis

Evaluation of accounting information by decision makers external to the firm (i.e., investors, creditors) and implications of recent research in accounting and finance for external reporting issues. Concepts are applied in several areas including valuing the firm, determining solvency, and assessing risk. *Prerequisites: ACTG 301 and FNCE 451.* (3 units)

ACTG 307. Taxation

Examination of important tax provisions applicable to individual and corporate taxpayers, including the definition of gross income, deductions, capital gains and losses, and nontaxable exchanges. Emphasis on the impact of tax provisions on personal and business decisions. *Prerequisite: ACTG 301.* (3 units)

ACTG 309. Seminar in International Accounting

Financial reporting issues facing entities conducting business or raising capital in foreign countries. Comparative financial accounting and reporting systems; multinational financial disclosure; selected technical issues including foreign exchange accounting, international transfer pricing, and accounting for inflation; international aspects of managerial accounting and auditing; international accounting organizations; and efforts toward harmonizing accounting standards. Blend of conceptual material, articles dealing with current developments, and case analyses. *Prerequisites: ACTG 301 and FNCE 451.* (3 units)

ACTG 311. Management Accounting and Control

Analysis and application of accounting data for management planning, control, and decision making. Emphasizes the interaction of cost systems, organizational structure, performance measurement, and incentive compensation arrangements. Topics include budgeting, variance analysis, performance evaluation, and management control. (Not open to students who have taken ACTG 217.) *Prerequisite: ACTG 301.* (3 units)

ACTG 313. Cost Accounting and Strategic Analysis

Intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and byproduct accounting, and variable costing. Current developments in cost accounting, such as activity-based costing/management, nonfinancial performance measures, costing for quality, and strategic cost analysis. Designed for students interested in understanding product costing and cost analysis. *Prerequisite: ACTG 301.* (3 units)

ACTG 322. Advanced Topics in Financial Accounting

Analysis and examination of special topics in financial accounting including pensions, deferred taxes, leases, earnings per share, the effect of changing prices on conventional financial statements, changes in accounting principles, and the preparation of consolidated financial statements. *Prerequisites: ACTG 301 and ACTG 303, or permission of instructor.* (3 units)

ACTG 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

ACTG 698. Independent Study

(3 units)

ACTG 699. Master's Thesis

(3 units)

DEPARTMENT OF ECONOMICS

Professors: Mario L. Belotti, William F. Donnelly, S.J., Alexander J. Field, David Friedman, John M. Heineke, Laurence R. Iannaccone, Thaddeus J. Whalen Jr.
Associate Professors: Henry G. Demmert *(Chair)*, Linda Kamas, Daniel B. Klein, Helen Popper, Thomas R. Russell, William A. Sundstrom
Assistant Professors: Michael Kevane, David Roth
W. M. Keck Foundation Professor: Mario L. Belotti
Michel and Mary Orradre Professor: Alexander J. Field

Note: The following two (2) courses are required of all MBA students. Please see Waiver Rules (Pages 35–37).

ECON 401. Microeconomics for Business Decisions

Managerial economics. Demand, cost, production, and pricing at the level of the individual firm or industry. Market structure and the regulatory environment. Emphasis on applications as well as theory. *Prerequisites: OMIS 351 and OMIS 353.* (3 units)

ECON 405. Macroeconomic Theory and Policy

Study of what determines the level and rate of growth of output, income, employment and prices, and the level of interest and foreign exchange rates. Designed to prepare decision makers to understand how an economy functions in the aggregate and to help them interpret, analyze, and operate within a changing macroeconomic environment. *Prerequisite: algebra proficiency.* (3 units)

Note: The following courses are offered as electives and/or as part of a concentration.

ECON 422. Topics in Pricing and Sales Forecasting

Pricing decisions and related sales-forecasting problems. Topics include some of the following (depending upon student interest): financial analysis for pricing; anticipating and influencing competitor's pricing decisions; pricing a product line; the price/advertising/sales-force decision; forecasting the market value of improvements made to existing products; forecasting demand for a truly new product (an innovation); strategies for pricing in segmented markets. *Prerequisites: ECON 401 and OMIS 353.* (3 units)

ECON 424. Economics of Decision Making Under Uncertainty

Examination of managerial decision making from the behavioral point of view. Identification of the normatively "correct" decision in a number of specific decision problems; comparison with the *actual* decisions most managers make. Discussion of actual decisions and the nature and frequency of biases. Techniques for debiasing to improve the quality of decision making. *Prerequisite: ECON 401.* (3 units)

ECON 426. Industrial Organization

Advanced analysis of competition and business policy, including the theory of price and nonprice competition in various market structures. Emphasis on the structure, conduct, and performance of various industries. Study of antitrust policy and public utility regulation in terms of their underlying economic rationale and their outcome in practice. *Prerequisite: ECON 401.* (3 units)

ECON 430. Negotiation, Business Strategy, and Game Theory

General techniques for analyzing business conflict and cooperation problems. Emphasis on the negotiation process from analytical and behavioral perspectives. The manager as mediator and arbitrator. Use of game theory to conduct strategic analysis internal and external to the firm. Applications to agenda construction, voting procedures, labor negotiation, agency contracting, pricing policy, timing of new product introduction. *Prerequisite: ECON 401.* (3 units)

ECON 432. International Economics

The international economic environment and the relationship between public policy and international business activity. Emphasis on the application of principles and techniques of economic analysis to foreign trade and the national economy, the means of international payments, foreign exchange markets, investment overseas, balance of payments effects, competition and specialization, national attempts at control, international agreements and institutions, and changing patterns of investment and trade. Lectures, discussions, and short papers on current policy issues. *Prerequisites: ECON 401 and ECON 405.* (3 units)

ECON 434. Money and the Economy

The financial system as a whole. The basic determinants of the supply of and demand for loanable funds, the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors on interest rates, the impact of changes in interest rates, money supply, and loanable funds on the level of economic activity. *Prerequisite: ECON 405.* (3 units)

ECON 436. Business and Economic Forecasting

Introduction to modern, practical forecasting procedures. Database construction, estimation, forecasting, and evaluation. Basic techniques include econometric modeling, time series, and judgmental methods. Emphasis on application using case studies. Attention to firm-specific (micro) and national economy (macro) forecast issues. Lab fee required. *Prerequisites: ECON 401 and ECON 405.* (3 units)

ECON 438. Institutions, Technology, and Economic Organization

Origins and consequences of American industrial and financial structure, late 19th century to the present. Comparative and historical perspective. *Prerequisite: ECON 405.* (3 units)

ECON 442. Economic Analysis of Law

Use of the tools of microeconomics to analyze the economic implications of various legal doctrines, precedents, case decisions, etc. Emphasis on the common law areas of property, contract, and tort as well as antitrust and regulatory law. *Prerequisite: ECON 401.* (3 units)

ECON 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

ECON 698. Independent Study

(3 units)

ECON 699. Master's Thesis

(3 units)

DEPARTMENT OF FINANCE

Professors: Hersh M. Shefrin, Meir Statman *(Chair)*
Associate Professors: Hoje Jo, Atulya Sarin
Assistant Professors: Yaron Brook, Robert J. Hendershott, Michele LaPlante

Note: The following course is required of all MBA students. Please see Waiver Rules (Pages 35–37).

FNCE 451. Financial Management

Introduction to basic concepts of valuation and the general problem of financial management. Review of balance sheet and income statement categories, formulation and projection of funding needs, and analysis of working capital. Emphasis on identification of costs of funds, valuation of simple securities, and evaluation of investment opportunities in the context of a capital budgeting system. *Prerequisites: ACTG 301 and OMIS 353.* (3 units)

Note: All MBA students are required to take a second course in finance from the following menu of four (4) courses. Additional courses from this menu may be taken as electives.

FNCE 453. Advanced Financial Management

A systematic approach to the acquisition of resources and the use of resources within the company. Sources include, among others, new issues of stocks and bonds. Uses include, among others, investment projects and dividends. Emphasis on information-based applications, such as forecasting of financial statements, management of investment projects, and evaluation of mergers and acquisitions. *Prerequisite: FNCE 451.* (3 units)

FNCE 455. Investments

Introduction to the nature and functions of securities markets and the types of financial instruments traded. The organization, operation, and regulation of these markets; analysis of common stocks and bonds and construction of portfolios. *Prerequisite: FNCE 451.* (3 units)

FNCE 457. International Financial Management

Financial issues of firms operating internationally, including internal and external sources of funds; foreign investment decisions; financial structures; protection against foreign exchange losses; international working capital management; and import and export financing. *Prerequisite: FNCE 451.* (3 units)

FNCE 459. Financial Markets and Institutions

Introduction to the management of financial service firms. Topics include the evolution of financial intermediaries, risk management and derivatives, the impact of regulation, and the future of the financial services industry, as well as additional current issues. Particular attention will be paid to the interactions between financial institutions and financial markets. *Prerequisite: FNCE 451.* (3 units)

Note: The following courses are offered as electives and/or as part of a concentration.

FNCE 462. Advanced Topics in Investment Theory and Practice

Topics include market efficiency; portfolio and capital market theory; valuation of options and future contracts; and investment psychology and the behavior of investors in the market. *Prerequisite: FNCE 455.* (3 units)

FNCE 464. Real Estate Finance

The risks, practices, and problems involved in financing and investing in real property. Analysis using case studies of the economic background of cities, urban growth and structure, and land use policies. *Prerequisite: FNCE 451.* (3 units)

FNCE 466. International Monetary and Financial Relations

In-depth examination of the functioning of the international monetary system and international financial arrangements. Transfer of international payments, foreign exchange markets, balance of payments, international liquidity, international portfolios and direct investment, international financial markets and institutions, and international banking. *Prerequisite: FNCE 451.* (3 units)

FNCE 468. Risk Management and Insurance

A comprehensive course dealing with the identification, analysis, quantification, and modification of risk of loss in an organization through the use of cost containment strategies, property and casualty insurance, as well as self-insurance through captive insurance companies. Emphasis on a practical, realistic approach to aggressive risk control. *Prerequisite: FNCE 451.* (3 units)

FNCE 470. Finance, Public Policy, and Ethics

Explores the ethical and public policy dimensions influencing and influenced by financial markets. Financial regulation, "hostile" takeovers, "junk" bonds, insider trading, and derivative markets are some of the topics discussed from an economics, political, and ethical perspective. *Prerequisite: FNCE 451.* (3 units)

FNCE 474. Risk Management with Derivative Securities

Business risk management using futures, options, and swaps. Considers the institutional features of futures and option trading first, then introduces the theory of futures and option pricing. These tools are applied to the problems of hedging and cross hedging commodity inventories in agriculture, metals, and other physical commodities. Covers managing financial risks such as foreign currency positions, general interest rate risk management, and the problem of portfolio immunization. Includes econometric estimation of hedge ratios. Cross-listed as AGRI 674. *Prerequisites: OMIS 353 and FNCE 451 or AGRI 661.*

FNCE 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

FNCE 698. Independent Study

(3 units)

FNCE 699. Master's Thesis

(3 units)

DEPARTMENT OF MARKETING

Professors: Dale D. Achabal, Albert V. Bruno, Shelby H. McIntyre, Tyzoon T. Tyebjee *(Chair)*
Associate Professors: Karen F. A. Fox, Edward F. McQuarrie, J. Michael Munson
Assistant Professor: Kirthi Kalyanam
Executive Lecturer: Lewis C. Winters
Glenn Klimek Professor: Albert V. Bruno
JCPenney Research Professor: Shelby H. McIntyre
L. J. Skaggs Distinguished Professor: Dale D. Achabal

Note: The following course is required of all MBA students. Please see Waiver Rules (Pages 35–37).

MKTG 551. Marketing Analysis and Decisions

Role of marketing in modern organizations. Introduction to key concepts, such as segmentation and creation of customer value. Survey of frameworks for competitive and market analysis. Tools to help managers make decisions in a range of tactical areas, including product development and positioning, competitive pricing, management of distribution channels, and promotion and communication. Lectures supplemented by discussion of selected cases. *Prerequisite: none.* (3 units)

Note: One (1) and no more than one of the following three (3) courses must be taken by all MBA students.

MKTG 553. Competitive Marketing Strategy

Strategy development through intensive analysis of a diverse selection of cases from consumer, industrial, and technological markets; product and service businesses; and for-profit and nonprofit sectors. Application of tools, frameworks, and concepts developed in MKTG 551 to the strategy development process. Students will build a marketing plan as one of the course requirements. Not open to students who have taken MKTG 555 or MKTG 557. *Prerequisite: MKTG 551.* (3 units)

MKTG 555. Competitive Marketing Strategy: Technology

Strategy development through intensive analysis of a diverse selection of cases from high-technology contexts with an emphasis on business to business marketing. Application of tools, frameworks, and concepts developed in MKTG 551 to the strategy development process. Students build a marketing plan as one of the course requirements. Not open to students who have taken MKTG 553 or MKTG 557. *Prerequisite: MKTG 551.* (3 units)

MKTG 557. Competitive Marketing Strategy: Agribusiness

Strategy development through intensive analysis of a diverse selection of cases drawn primarily from agribusiness applications, including the marketing of food products, forestry and fishery products, and products and services consumed by the agribusiness sector. Application of tools, frameworks, and concepts developed in MKTG 551 to the strategy development process. Students build a marketing plan as one of the course requirements. Not open to students who have taken MKTG 553 or MKTG 555. Cross-listed as AGRI 667. *Prerequisite: MKTG 551.* (3 units)

Note: The following courses are offered as electives and/or as part of a concentration.

MKTG 562. Services Marketing

Examination of marketing issues unique to the growing service sector, including distinctive features of services, segmentation and positioning, demand management, consumer satisfaction, quality, and productivity. Each student works with a service organization to prepare a marketing audit or marketing plan. *Prerequisite: MKTG 551.* (3 units)

MKTG 564. International Marketing

Systematic treatment of marketing on a global scale. Topics include the analysis of global market environments, targeting and entry strategies for global markets, sourcing and global production strategy, the global marketing mix, and managing the global marketing effort. The perspective of the course is managerial. Its purpose is to prepare the student to lead the organization to penetrate global opportunities successfully as well as meet global threats in domestic markets. *Prerequisite: MKTG 551.* (3 units)

MKTG 566. Small Business Entrepreneurship

Evaluation of venture ideas and the conversion of these ideas into viable ventures. Discussion of cases, lectures, and presentations by guest lecturers who have played a role in starting new enterprises (e.g., bankers, attorneys, entrepreneurs). Development of a five-year business plan for a new enterprise. *Prerequisite: MKTG 551.* (3 units)

MKTG 568. Marketing Research

The application of research methodology to the solving of marketing problems and the application of marketing research to management thinking. Research design and data analysis. *Prerequisite: MKTG 551.* (3 units)

MKTG 572. Product Market Planning and Strategy

Focuses on the complex job of the high-technology product manager. Relates product management functions to the strategic product planning and product development processes. In-depth treatments of product definition, market analysis, segmentation, targeting, competitive analysis, positioning, strategy, and marketing mix concepts facilitate a focus on decision making. Course integrates these general marketing concepts into the development and execution of a product management plan covering a product's life cycle from product definition to launch through discontinuation. *Prerequisite: MKTG 551.* (3 units)

MKTG 574. Sales Management

The principles of effective selling and the management of salespersons. Relationship of the sales function within the organization. *Prerequisite: MKTG 551.* (3 units)

MKTG 578. Marketing Information Systems

Focus on the use of information technology as a component in the development of marketing strategy. Students learn how to design, maintain, and organize a marketing information system (MkIS). Emphasis on the analysis of secondary marketing research information, how MkIS can be a competitive weapon, and how it can be used as a tool to achieve better customer service. Lab fee required. *Prerequisite: MKTG 551.* (3 units)

MKTG 582. Customer Behavior

Focuses on how to assess customer behavior; translates this knowledge into better marketing strategies. Topics include customer satisfaction/dissatisfaction (CS/D); assessing the role of quality, TQM, cycle time, value, and relationship marketing in creating CS/D; decision influences on customers such as motivation, perception, knowledge, attitude, and culture on customer decision making; inno-

vation and diffusion. Appropriate for students interested in consumer, service, high-tech, or not-for-profit marketing. Student project major part of course. *Prerequisite: MKTG 551.* (3 units)

MKTG 584. Advertising Management

The role of advertising in marketing. The communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluation of advertising results. Course assignments revolve around preparation of a complete advertising plan. *Prerequisite: MKTG 551.* (3 units)

MKTG 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

MKTG 698. Independent Study

(3 units)

MKTG 699. Master's Thesis

(3 units)

DEPARTMENT OF OPERATIONS & MANAGEMENT INFORMATION SYSTEMS

Professors: Chaiho Kim, Steven Nahmias, Stephen A. Smith
Associate Professors: Charles D. Feinstein, Manoochehr Ghiassi *(Chair)*, Rhonda Lee Righter
Assistant Professors: Narendra Agrawal, Suranjan De, Andy A. Tsay
Acting Assistant Professor: Wesley Szu-way Shu
Visiting Assistant Professor: Elizabeth Schwerer
Joseph S. Alemany Professor: Chaiho Kim
JCPenney Research Professor: Stephen A. Smith

Note: The following three (3) courses are required of all MBA students. Please see Waiver Rules (Pages 35–37). OMIS 351 and OMIS 353 must be satisfied within the first three quarters of a student's residence in the program.

OMIS 351. Mathematical Analysis

Fundamental concepts and manipulations of differential and integral calculus. Mathematical modeling and problem formulation. *Prerequisite: demonstrated algebra proficiency (see Page 33).* (3 units)

OMIS 353. Statistical Methods

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Topics include descriptive statistics, probability theory, sampling techniques, statistical estimation, hypothesis testing, and simple regression. Additional coverage may include exploratory data analysis, analysis of variance, contingency tables, and multiple regression. *Prerequisite: OMIS 351.* (3 units)

OMIS 355. Computer-Based Decision Models

Integrative course focusing on use of computer-based models to improve managerial decision making. Teaches rigorous formulation of business decision problems, computer-based solution methods, and interpretation of results. Methods include forecasting, sensitivity and scenario analysis, linear programming, decision trees, and simulation. Applies techniques to problems in operations management, finance, accounting, and marketing. *Prerequisites: ACTG 301, OMIS 353, and spreadsheet proficiency.* (3 units)

Note: The following course is required of all MBA students.

OMIS 357. Operations Management

Survey of problems and analytical techniques related to the production of goods and services. Topics include aggregate planning, demand forecasting, inventory control, materials requirement planning, just-in-time systems, scheduling, and quality control. Case studies may be included to facilitate class discussions and to emphasize an integrated approach to decision making. *Prerequisites: ACTG 301 and OMIS 355. Students who have had two courses in production management (minimum 6 quarter units) with a grade of B or better in the prior six years may petition to substitute OMIS 358 for OMIS 357.* (3 units)

Note: The following courses are offered as electives and/or as part of a concentration.

OMIS 358. Advanced Manufacturing Management

Treatment of one or more current topics in the management and design of manufacturing and distribution systems. Topics considered include Analysis of Manufacturing Systems, The Design/Manufacturing Interface, Design for Manufacturability, Inventory Control and Distribution Management, and others. An exact description of the course will be provided during the quarter preceding the offering. *Prerequisites: ACTG 301 and OMIS 357 or permission of instructor.* (3 units)

OMIS 360. Seminar in Manufacturing Management

Focus on issues of global competitiveness with special emphasis on the manufacturing sector. Readings will be drawn from the current popular literature as well as several of the leading textbooks on manufacturing strategy and international competitiveness. Classroom lecture and discussion will be augmented with videos and outside speakers. A term paper is required of all students. *Prerequisite: OMIS 357 or permission of instructor.* (3 units)

OMIS 362. Computer Simulation Modeling

Use of computer simulation to design and operate complex processes or systems. Design, validation, operating procedures, and analysis of results of computer simulation experiments. Study of examples of the applications of computer simulations, including different types of scheduling, such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. A lab fee is required. *Prerequisites: OMIS 353 and knowledge of one programming language.* (3 units)

OMIS 366. Database Management Systems

A hands-on approach to the design and use of relational databases for business applications. Study of query languages and application generation. Use of database software is required. A lab fee is required. *Prerequisite: experience with computer usage.* (3 units)

OMIS 368. Software Process Management

An overview of software project development methodology, covering both technical and managerial aspects of software development. Examines alternate software life-cycle models and introduces modern techniques for definition, design, implementation, and validation of software products. *Prerequisites: OMIS 351 and knowledge of or experience with a high-level programming language or permission of instructor.* (3 units)

OMIS 372. Systems Analysis and Design

Methodology to assist in the analysis and design of computer-based information systems for business applications. Tools include data flow diagrams, flowcharts,

Structured English, pseudo code, hierarchy charts, structure diagrams, and Warnier–Orr charts. Application of these tools to a systems development project is required. A lab fee is required. *Prerequisite: none.* (3 units)

OMIS 374. Artificial Intelligence

Survey of basic concepts in artificial intelligence and their applications for business-oriented problems. Production systems, search techniques, knowledge representation, and inference techniques. Uses of predicate calculus, statistical and probabilistic reasoning, design and implementation of expert systems, and understanding natural languages. Entails programming in either LISP or PROLOG as well as application developments using Expert System shells. A lab fee is required. *Prerequisite: none.* (3 units)

OMIS 378. Information Systems Design and Management

Conceptual background and structure of computer-based information systems. Detailed coverage of the theory and practice of information systems. Modern data processing technology and its applications, information structure, systems concepts, systems analysis and evaluation, and managerial and technological considerations of information systems. *Prerequisite: none.* (3 units)

OMIS 382. Quality Control and Improvement

In-depth treatment of the methods of quality control and improvement. Emphasis is on defining quality; identifying the factors that influence quality; and developing systems for monitoring and improving quality. Topics include the development and interpretation of control charts; process capability assessment; rational sampling; and experimental design. Detailed problem sets and guest lecturers expose students to practical applications of the concepts. Cross-listed as AGRI 682. *Prerequisite: OMIS 355.* (3 units)

OMIS 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

OMIS 698. Independent Study

(3 units)

OMIS 699. Master's Thesis

(3 units)

DEPARTMENT OF ORGANIZATIONAL ANALYSIS AND MANAGEMENT

Professors: David F. Caldwell, Jacques Delacroix, André L. Delbecq, James L. Koch, Dennis J. Moberg, Barry Z. Posner, Manuel G. Velasquez
Associate Professors: James L. Hall *(Chair)*, Joel K. Leidecker
Senior Lecturer: David R. Palmer
Charles J. Dirksen Professor of Business Ethics: Manuel G. Velasquez
J. Thomas and Kathleen L. McCarthy Professor: André L. Delbecq

Note: The following four (4) courses are required of all MBA students. For MGMT 503 and MGMT 505, please see Waiver Rules (Pages 35–37).

MGMT 501. Managerial Competencies and Team Effectiveness

Explores group dynamics to enable students to perform more effectively in group and team settings. Provides student with feedback on individual managerial competencies to aid in career self-management and planning. Must be taken during student's first or second quarter of residence. (3 units)

MGMT 503. Organizational Analysis and Management

The structure and design of organizations. How organizational structure relates to an organization's environment, how it influences the technologies used, and how decisions about structure affect the behavior of individuals in the organization. *Prerequisite: MGMT 501.* (3 units)

MGMT 505. Social, Political, and Legal Environment of Business

Explores how social, political, ethical, and legal forces affect an organization's ability to achieve its objectives and how an organization's activities in turn influence these forces. Discusses how understanding that interaction is key both to enabling the organization to recognize and deal with external opportunities and threats and to its ability to respond to its environment in a socially responsible manner. (3 units)

MGMT 519. Business Policy

The Capstone Course for the MBA Program. Primary objective is to develop the ability to formulate competitive strategy from the perspective of the general manager. Introduction to a variety of analytical tools associated with the field of strategic management. Application of conceptual and analytical frameworks introduced in the core curriculum. Focuses on in-depth analysis of industries and competition, techniques for predicting industry and competitive evolution as well as how government, technology, and other environmental factors influence competition. Both business- and corporate-level strategy analyses featured. *Prerequisite: completion of all other required courses.* Should be taken in the final two quarters of the student's MBA Program. See also IDIS 619: Business Policy in High-Technology Firms. (3 units)

Note: The following courses are offered as electives and/or as part of a concentration.

MGMT 512. Social Psychology of Leadership

Investigates and examines priorities of exemplary leaders. Emphasizes developing conceptual understanding of leadership process and on building leadership skills. Classes are often experiential and highly reflective, using written and video case

studies. Some team assignments may be made. *Prerequisite: MGMT 501.* (3 units)

MGMT 514. International Management

Issues and problems confronting managers in international operations, including operational strategies and structures and institutions that negotiate and regulate international operations. Blend of conceptual material and case analyses. *Prerequisites: MGMT 501 and 503.* (3 units)

MGMT 516. Organizational Politics

The use of influence and political analysis in organizational decisions. Emphasis on the implementation process. *Prerequisite: MGMT 501.* (3 units)

MGMT 524. Managing Innovation and Technology

Exploration of the organizational structures and management processes that can facilitate or impede innovation. Topics include managing scientists and engineers, cross-functional integration, and analysis of the innovation process. *Prerequisites: MGMT 501 and 503.* (3 units)

MGMT 526. Strategic Human Resources Management

Focuses on the strategic role of human resources (HR) planning and development. Addresses the creation of value through the HR function. Topics include linking HR and strategic planning; the transformational impact of information technology, process engineering and outsourcing on the employment relationship; and an HR perspective on building a high-performance organization. *Prerequisite: MGMT 501.* (3 units)

MGMT 538. Managing Teams and Projects

Application of the conceptual areas discussed in MGMT 501 and MGMT 503, as they relate to managing temporary groups or projects. *Prerequisites: MGMT 501 and 503.* (3 units)

MGMT 542. Advanced Seminar in International Business

Intensive seminar on making decisions in the international business arena. Draws forcefully on scholarly resources not often presented to MBA students. Course meets four evenings a week for two consecutive weeks. Group project assigned two months in advance of class meetings is due the first night of class. **Course is taught only during summer intersession.** *Prerequisite: International MBA course (any discipline) or permission of instructor.* (3 units)

MGMT 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

MGMT 698. Independent Study

(3 units)

MGMT 699. Master's Thesis

(3 units)

INTERDISCIPLINARY COURSES

IDIS 612. Management of the High-Technology Firm Seminar

Identification and analysis of business issues and problems that are particularly important or unique to high-technology companies. Topics vary from seminar to seminar and include a selection from project management, production, marketing, personnel, investment decisions, expansion to international markets, banking, venture capital, pricing, technological transfer, relationships with government bodies and the media, and legal issues related to patents and trade secrets. The seminar is divided into segments of one or two sessions taught through case studies by executives and public officials. *Prerequisite: completion of a minimum of 10 MBA courses.* (3 units)

IDIS 619. Business Policy in High-Technology Firms

A special version of MGMT 519, the Business Policy course required of all MBA students. Focus on the business definition of development, internal and external analysis of strategic alternatives, and the formulation and implementation of strategy, all from the point of view of high-tech companies. Students may take either MGMT 519 or IDIS 619. *Prerequisites: same as for MGMT 519.* (3 units)

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Naumes Family Professor: Robert A. Collins
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AGRI 651. Environment of the Agribusiness Firm

Introduction to the economic, social, legal, and political environment of the agribusiness firm. Focuses on issues that influence the decisions of agribusiness managers, including food safety, technology, agricultural policy, international trade, the environment, business-government relations, social responsibility, and ethics. (3 units)

AGRI 657. Agribusiness Operations Management

Management of operations in agribusiness firms with emphasis on the application of quantitative methods. Manufacturing and operations strategy, aggregate planning, inventory control, materials requirements planning, operations scheduling, and an introduction to quality control. Applications to the common problems facing food processors and manufacturers. *Prerequisite: OMIS 655.* (3 units)

AGRI 661. Agribusiness Finance I

Quantitative approaches to the basic tools of financial analysis necessary for the management of agribusiness firms. Topics include financial calculations, portfolio theory and risk, valuation of risky cash-flow streams, financial forecasting, analysis of financial statements, and working capital management. *Prerequisites: OMIS 353 and ACTG 301.* (3 units)

AGRI 663. Agribusiness Finance II

Application of the basic tools from AGRI 661 to the fundamental financial decisions of the agribusiness firm. Topics include capital budgeting, cost of capital, capital structure, and financial instruments. Because many agribusiness firms are not publicly held corporations, emphasis is on financing firms that do not have access to major capital markets. *Prerequisite: AGRI 661.* (3 units)

AGRI 667. Competitive Marketing Strategy: Agribusiness

Strategy development through intensive analysis of a diverse selection of cases drawn primarily from agribusiness applications, including the marketing of food products, forestry and fishery products, and products and services consumed by the agribusiness sector. Application of tools, frameworks, and concepts developed in MKTG 551 to the strategy development process. Students build a marketing plan as one of the course requirements. Not open to students who have completed MKTG 553 or MKTG 555. Cross-listed as MKTG 557. *Prerequisite: MKTG 551.* (3 units)

AGRI 671. Strategic Agribusiness Management

Emphasis on the formulation of competitive strategy from the perspective of the general manager. Integrates knowledge from functional areas, such as finance, marketing, operations management, and organizational theory. Industry and competitor analyses and critical success factor analysis applied to several industry environments including fragmented, mature, and global industries. Both business- and corporate-level strategy addressed. *Prerequisites: AGRI 657, AGRI 663, and AGRI 667.* (3 units)

*AGRI 672. International Marketing of Agribusiness Products**

Concepts, processes, and institutions involved in the international marketing of agricultural products. Size and importance of international markets. International trade flows, tariffs and trade and nontrade barriers related to the export of agribusiness products. Financing of agribusiness exports and protection against foreign exchange fluctuation. *Prerequisite: AGRI 667, MKTG 553, or MKTG 555.* (3 units)

AGRI 674. Risk Management with Derivative Securities

Business risk management using futures, options, and swaps. Considers the institutional features of futures and option trading first, then introduces the theory of futures and option pricing. These tools are applied to the problems of hedging and cross hedging commodity inventories in agriculture, metals, and other physical commodities. Covers managing financial risks such as foreign currency positions, general interest rate risk management, and the problem of portfolio immunization. Includes econometric estimation of hedge ratios. Cross-listed as FNCE 474. *Prerequisites: OMIS 353 and AGRI 661 or FNCE 451.*

*AGRI 678. Advanced Topics in Agribusiness**

Intense study of a selected topic in agribusiness. Concentration on one or more of the functional areas of business and administration. Topics complement Institute of Agribusiness courses. *Prerequisite: permission of instructor.* (3 units)

AGRI 682. Quality Control and Improvement

In-depth treatment of the methods of quality control and improvement. Emphasis is on defining quality; identifying the factors that influence quality; and developing systems for monitoring and improving quality. Topics include the development and interpretation of control charts; process capability assessment; rational sampling; and experimental design. Detailed problem sets and guest lecturers expose students to practical applications of the concepts. Cross-listed as OMIS 382. *Prerequisite: OMIS 355.* (3 units)

*Open to all MBA students.

AGRI 696. Internship

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis. *Prerequisite: approval of internship coordinator.* (variable units)

AGRI 697. Practical Training

See Practical Training (Page 42) for further details. (1 unit)

AGRI 698. Independent Research

A written, in-depth study of a subject, usually involving field collection of data. *Prerequisite: approval of topic by a member of the Agribusiness faculty.* (3 units)

AGRI 699. Master's Thesis

(3 units)

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Index

A

Absence, leaves of, 31
Academic advising, 30–31
Academic standing, 29
Acceptance, conditional, 21
Accounting, Department of: faculty, 61; course descriptions, 61–62
Accounting terminology, basic, 33–34
Accreditations, 18, 77
Administrators, 78
Admissions: 20–22; Institute of Agribusiness, 43–45; J.D.-MBA Combined Degree Program, 46–47
Admissions Committee, 21, 31
Adobe Lodge, 14, 52
Advisory Board, 84–85
African American Student Resources, 59
Agribusiness, Institute of, 43–45; extracurricular programs, 45; faculty, 74; course descriptions, 74–76
Alumni, 19
American Assembly of Collegiate Schools of Business (AACSB), 18, 37
Application: forms, 20; deadline, 21; fee, 23
Application Package, 20–21
Asian Pacific American Student Resources, 59
Athletics, 54, 58
Audiovisual facilities, 55
Auditing courses, 42

B

Benson Memorial Center, 48, 52, 57
Beta Gamma Sigma, 51

C

Calendar, Academic, 7–10
Campus Ministry, 52, 57
Capstone Course, 34, 38, 69
Career Services, 48
Center for Student Leadership, 58–59
Chicano Latino Student Resources, 59
Child care, 54
Classrooms, 52
College algebra proficiency, 33
Combined curriculum, 47
Combined Degree Program (J.D.-MBA), 32, 46–47
Community service, 50
Computer labs, 52–53, 55
Computer proficiency and word processing, 33
Concentrations, 39–41
Concurrent enrollment, 32, 46–47
Conditional acceptance, 21
Confidential records, 28–29
Continuing education, 49
Counseling Center, 58
Course descriptions, 61–76
Course waivers, 35–38
Cowell Health Center, 16, 53, 59
Credit, graduate transfer, 37
Cultural diversity, 19
Curriculum, 33, 34, 43, 45, 47

D

Deadlines: application, 21; financial aid, 27
Deferment service fee, 24
Deferring admission, 21–22
de Saisset Museum, 53
Disabled Student Resources, 59
Drop fee, 23

E

Economics, Department of: faculty, 63; course descriptions, 63–64
Electives, 34, 38–39
Electronic mail, 19, 20
Employment, *see* Job search
Enrollment, concurrent, 32, 46–47
Entrance requirements, 20, 43, 46
Equivalency exams, 7–9, 35–37; fee, 23
Equivalency rules, 35–37
Examinations, 7–10, 35–37; fee, 24
Executive Development Center (EDC), 49
Expenses: tuition and fees, 23–24; refund policy, 24–25
Extracurricular activities, 45, 54, 58

F

Faculty, 86–93
Fax, 21
Federal Perkins Loans, 26
Fees, *see* Expenses
FERPA, 27, 28
Finance, concentration in, 39
Finance, Department of: faculty, 65; course descriptions, 65–66
Financial aid, 26–27
Foreign-born students, 21, 23, 58

G

Gifts to the University, 15n
GMAT, 20, 21, 22
Government documents, 55
Grade point average (GPA), 29, 30
Grading system, 30
Graduate Student Handbook, 57, 58
Grants, 26–27
Grievances, 32

H

Health insurance, 23, 59
Health services, *see* Cowell Health Center
Honor society, 51

I

Incompletes, 7–10, 30
Independent study, 30, 38–39. *See also* Course descriptions
Information sciences, *see* Operations & Management Information Systems, Department of
Information Systems, concentration in, 39
Institute of Agribusiness, *see* Agribusiness, Institute of
Interdisciplinary courses, 73
International Business, concentration in, 40
International perspective, 41–42
International students, 19, 59
Internships, 42, 48, 49

J–K

J.D.-MBA Combined Degree Program, 46–47
Job search, 48, 50
Kids on Campus, 54

L

Late fees, 24
Law School, *see* School of Law
Leaves of absence, 31
Leavey Activities Center, 16, 54
Leavey Lecture Series, 7–9, 42
Library, Michel Orradre, 55
Loans, 27

M

Management, *see* Organizational Analysis and Management, Department of
Management education, 50
Managing Technology and Innovation, concentration in, 40
Map, 98–99
Marketing Management, concentration in, 40
Market Research, concentration in, 40–41
Marketing, Department of: faculty, 67; course descriptions, 67–69
Markkula Center for Applied Ethics, 60
Master's of Business Administration, *see* MBA program
Master's thesis: fee, 24. *See also* Course descriptions
Mayer, Louis B., Theatre, 16, 52, 54
MBA Alumni Network, 48
MBA Consortium, 48
MBA program, 17–18; admission to, 20–21; completion requirements, 30; readmittance to, 31; curriculum, 33–42. *See also* Agribusiness; J.D.-MBA Combined Degree Program
MBA Student Association, 51
MBA Update, 48
Media Services, 55
Memberships, 77
Mentor program, 43
Minority students, 25, 59
Mission Santa Clara, 13, 14–16, 54
Multidisciplinary program, 46–47

N

Native American Student Resources, 59
Nobili Hall, 55
Nondiscrimination policy, inside front cover

O

Observatory, Ricard Memorial, 55
Off-Campus Student Resources, 59
Officers, 78–79
Operations, concentration in, 41
Operations & Management Information Systems, Department of: faculty, 69; course descriptions, 69–71
Oral and written communication proficiency, 34
Organizational Analysis and Management, Department of: faculty, 72; course descriptions, 72–73
Orientation, 7, 34
Orradre, Michel, Library, 55
OSCAR, 55

P

Parking permit fee, 24
Pass/no pass, 30
Personal computer facilities, 52–53, 55
Petitions, 32
Placement, *see* Job search
Practical Training, 42
Preprogram competencies, 33–34
Prerequisites, 41. *See also* Course descriptions
Privacy, rights to, 28–29
Probation, 30
Program goals, 17–18
Project assistantships, 26

Q

Quantitative Approaches to Business Problems, concentration in, 41

R

Readmittance, 31
Reapplication, 31; fee, 24
Reconsideration, request for, 22
Records, student, 28–29
Re-entry Student Resources, 59
Refund policy, 7–10, 24–26, 31
Regents, Board of, 82–83
Registration, 7–9; fee, 23; late fee, 23
Required courses, 33, 34; waivers of, 35–37
Résumé writing, 48
Returned check fee, 24
Rights and responsibilities, 24

S

Santa Clara University: statement of purpose, 13; history, 14–16; legal name, 15n; location, 16; accreditations and memberships, 77; officers, 78–79; Board of Trustees, 80–81; Board of Regents, 82–83
Scholarships, 26
School of Law, 15, 46–47
Seminars, 49, 50
Speakers, 42, 49, 50
Sports, *see* Athletics
Stadium, Buck Shaw, 56
Standards, academic, 18
Student activities, 57–60
Student body, 16, 18–19
Student business organizations, 51
Student conduct, 57
Student Consulting Group, 51
Student records, 28–29
Student Resource Center, 59
Student services, 58–60
Summer intersession, 10
Summer quarter, 9–10, 25

T

Theatre, Louis B. Mayer, 16, 52
Thesis, *see* Master's thesis
TOEFL (Test of English as a Foreign Language), 20, 21
Transcripts, 20
Transfer credit (graduate), 37
Trustees, Board of, 80–81
Tuition and fees, 23–24; refund policy, Santa Clara University, 26, Federal, 26
TWE (Test of Written English), 20, 21

U–V

Units, 30, 35–38. *See also* Course descriptions
Veterans' benefits, 27

W

Waiver procedures, 35–37
Western Association of Schools and Colleges (WASC), 18
Withdrawals, 7–10, 24–25, 31
Women Student Resources, 59
Work experience, 48
Workshops, 48, 49, 57
Work-Study, Federal, 26–27

Campus Map

569 Lafayette Apartments 310
Admissions, Undergraduate 106
Adobe Lodge 108
Alameda Residence 212
Alumni Park 715
Alumni Science Hall 208
Bank of America 115
Thomas J. Bannan Building 404
Bannan Hall Classroom Building 405
Benson Memorial Center 301
Bergin Hall 203
Bookstore 303
Buck Shaw Stadium 706
Business Office 114
Business, School of 204
Campisi Residence Hall 505
Casa Italiana 602
Chemistry 210
College of Arts and Sciences 112, 113
Community Garden 604
Counseling Psychology and Education 405
Cowell Health Center 701
Daly Science Center 207, 209, 210, 211
Dance Building 601B
de Saisset Museum 206
Development Offices 106
Donohoe Alumni House 103
Dunne Residence Hall 308
Eastside Project 309
Engineering, School of 404
Engineering Trailer No. 1 713
Engineering Trailer No. 2 712
Ethics, Markkula Center for Applied 801
Facilities 901
Faculty Club 108
Faculty Offices 205
Field House 703
Fine Arts Building 601A
Franklin Jesuit Center 802
Graham Pool 500
Graham Residence Center 501, 502, 503, 504
Hancock Hall (Graham 200) 502
Heafey Law Library 202
Health Center, Student 701
Human Resources 701
Information Technology 403
Kenna Hall 204
Kennedy Mall 306
Kids on Campus 603
Law Clinic 116
Law House 803
Law, School of 202, 203
Leavey Activities Center 702
Leavey School of Business and Administration 204
Mailing and Receiving 901
Markkula Center for Applied Ethics 801
Mayer Theatre 110
McLaughlin Residence Hall 305
Mission Santa Clara 101
Multicultural Center 501
Music Building 601C
Nobili Hall Jesuit Residence 109
O'Connor Hall 111
O'Neill Hall (Graham 300) 503
Orradre Library 401
Paralegal Education, Institute for 115
Physics 207
Public Safety 701
Pump House 105
Purchasing 901
Ramos Center 112, 113
Restrooms 107
Ricard Memorial Observatory 104
Sanfilippo Residence Hall 506
Shapell Lounge 302
Soccer Office 711
Sports Information Office 710
St. Joseph's Hall 102
Strub Hall (Graham 400) 504
Sullivan Engineering Center 402, 404
Swig Residence Hall 307
Tennis Courts 716
Varsi Hall 106
Villa Apartments 312
Walsh Administration Building 201
Walsh Residence Hall 304

FREMONT STREET
BENTON STREET
FRANKLIN STREET
SANTA CLARA STREET
MARKET STREET
BELLOMY STREET
POPLAR STREET
LOCUST DRIVE
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EL CAMINO REAL
BELLOMY STREET
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MAIN ENTRANCE
VISITOR PERMITS
110 MAYER THEATRE
MISSION CHURCH
108 ADOBE LODGE
VARSI HALL 106
DALY 211 SCIENCE CENTER
BERGIN HALL
KENNA HALL 204
BENSON CENTER 301
BANNAN HALL 405
ENGINEERING
ORRADRE LIBRARY 401
706 BUCK SHAW STADIUM
715 ALUMNI PARK
LEAVEY ACTIVITIES CENTER 702
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